Government of Saskatchewan

Annual Report 2003 - 2004

Saskatchewan Justice

Saskatchewan Centennial 2005

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Web address for the 2003-04 Saskatchewan Justice Annual Report:
www.saskjustice.gov.sk.ca

Letters of Transmittal

July 2004

The Honourable Dr. Lynda M. Haverstock
Lieutenant Governor of Saskatchewan

Dear Madam:

As the Minister Responsible for Saskatchewan Justice, it is my pleasure to respectfully submit the annual report for the year ending March 31, 2004.

Respectfully submitted,

Frank Quennell

The Honourable Frank Quennell, Q.C.
Minister of Justice and Attorney General

July 2004

The Honourable Frank Quennell, Q.C.
Minister of Justice and Attorney General
Province of Saskatchewan

Dear Mr. Quennell:

I have the honour of submitting for your consideration the annual report of Saskatchewan Justice for the year ending March 31, 2004.

Respectfully submitted,

Doug Moen, Q.C.
Deputy Minister of Justice and Deputy Attorney General

Introduction: Our 2003-04 Annual Report

The release of our 2001-02 Annual Report began a transformation in the type of information being released to the public and stakeholders. Our 2001-02 Annual Report clearly spelled out our plans for the future and it included the Department's 2002-03 Performance Plan.

The 2000-01 Budget Address announced that Government would be fully implementing a new accountability framework over the next few years, "giving Saskatchewan people solid reference points by which to judge the performance of their Government." The continuing improvements occurring in our annual reports are tied to the on-going implementation of this broader initiative.

Our 2003-04 Annual Report reports on results and performance measures that were published in our 2003-04 Performance Plan, which is available on our web site at, www.saskjustice.gov.sk.ca. It also reports on results associated with the key actions included in *Our Plan for 2003-04*, the Government-wide plan released with the 2003-04 budget, available at, www.gov.sk.ca/finance/budget/budget03/ourplan.pdf. The Department's 2004-05 Performance Plan was released with the provincial budget on March 31, 2004.

We believe that reporting progress against our previously released plan, in accordance with the Government's Accountability Framework, increases our accountability to the citizens that we serve and improves the ability to assess our performance results. In future years, our Annual Report will continue to evolve providing more and better information to the public.

Who we are

The mandate of Saskatchewan Justice flows from the historic and constitutional role of the Attorney General to uphold the rule of law[1], protect basic legal rights of citizens, and ensure good and proper administration of justice. Effective justice services contribute to social stability, and by extension, to a high quality of life for citizens. Justice services must reflect the norms of the community and support a sound, healthy society.

Saskatchewan Justice has about 900 employees across the Province working toward the achievement of its vision of, "A fair, equitable and safe society supported by a justice system that is trusted and understood." Department employees work with other government departments and community partners to administer and deliver justice, protect basic legal rights and relationships, and provide other justice functions, such as producing legal publications and developing alternative mechanisms to resolve disputes.

Department activities take place in six main divisions: Community Justice, Public Prosecutions, Courts and Civil Justice, Civil Law, Public Law, and Finance and Administration. A brief description of each of these areas is provided below. More information is available on the Saskatchewan Justice website at www.saskjustice.gov.sk.ca.

The Departments of Justice and Corrections and Public Safety share the services of four branches: Communications and Public Education, Administrative Services, Systems Services and Human Resources.

Community Justice Division

The Community Justice Division includes Law Enforcement Services, Community Services, Victims Services, and Aboriginal and Northern Justice Initiatives. It provides alternative measures and crime prevention programs that respond to the needs of communities for increased safety and greater involvement in justice services. It supports the development and delivery of community-based justice initiatives, coordinates Aboriginal and northern justice initiatives and funds the Aboriginal Courtworker program, the Police Commission and the Police Complaints Investigator. It also provides provincial policing services under contract with the Royal Canadian Mounted Police (RCMP), regulates the private security industry and provides for coroners' investigations.

The Division is also home to a unique set of Aboriginal initiatives made possible by funding innovative partnerships with Aboriginal organizations and the federal government. These programs respect Aboriginal values and traditions and provide employment opportunities for Aboriginal people.

Public Prosecutions Division

The Public Prosecutions Division represents the interests of the general public in the criminal justice system. It provides legal advice to Government and numerous law enforcement agencies. Prosecutors assess investigation results to determine whether there is sufficient evidence to prosecute a violation of the law and whether the public interest in that prosecution justifies the expenditure of public funds. Public Prosecutions Division also has a substantial role in training law enforcement officials, such as police.

Courts and Civil Justice Division

The Courts and Civil Justice Division provides judicial and operational support to the court system, produces transcripts and provides enforcement services for legal judgments through the Sheriff's Office. It provides maintenance enforcement and other family justice services to assist parents and children who are dealing with the difficulties of family breakdown. The Division licenses Commissioners of Oaths, Notaries Public and Marriage Commissioners. It also provides dispute resolution services to assist in resolving disputes outside the court system and protects the interests of people who do not have the capacity to manage their own financial affairs. As well, it supports economic well-being through the provision of corporate registry services.

[1] In general terms, the rule of law means that the Government and all citizens are subject to the law and must operate according to its terms.

Civil Law Division

The Civil Law Division provides legal services to the departments, agencies, boards and commissions of the Government of Saskatchewan.

Public Law Division

The Public Law Division provides legal services to Government, including advice on Aboriginal, trade law and constitutional matters, and legal, policy and technical advice in relation to legislation. Through the Queen's Printer, it publishes and distributes legislation, regulations and other government publications.

Finance and Administration Division

The Finance and Administration Division provides administrative services to senior management and operational areas of the Department through the following branches that are shared with the Department of Corrections and Public Safety: Administrative Services, Human Resources and Systems Services. These support services are also provided to a number of boards and commissions assigned to the Minister of Justice and Attorney General.

Responsibility for the Consumer Protection Branch also lies within this Division. This Branch is a regulatory body that grants licenses, regulates market conduct, investigates complaints, answers inquiries and oversees the regulation of the death services industry through an industry self-regulatory body. The major activity within the Branch is to provide information and direction to the public and businesses to assist in dealing with problems encountered in the marketplace. It also acts directly for members of the public unable to protect themselves.

In Summary

Together, the Divisions of the Department work with Saskatchewan Justice stakeholders and partners to ensure the justice system:

- Effectively enforces criminal law (*Criminal Code*, *Youth Criminal Justice Act* and provincial statutes), including the need to be tough on serious crime and the need for integrated approaches in situations where the offender can be effectively dealt with in the community;
- Provides effective mechanisms for resolving social conflict to ensure that people do not turn to socially destructive ways of dealing with their issues;
- Responds to the legal and social needs of people, particularly those in vulnerable circumstances and those involved in family disputes;
- Plays a key regulatory function in the marketplace to safeguard consumer and public interests and support economic well-being; and
- Provides legal and policy services to Government, including serving as the Government's official legal advisor and representing the Government before courts and tribunals, as well as advising departments and agencies about developing legislative proposals and drafting all legislative instruments.

The following table outlines the key functions of the Department of Justice and lists the partners required to ensure that we achieve the goals and objectives of our strategic plan.

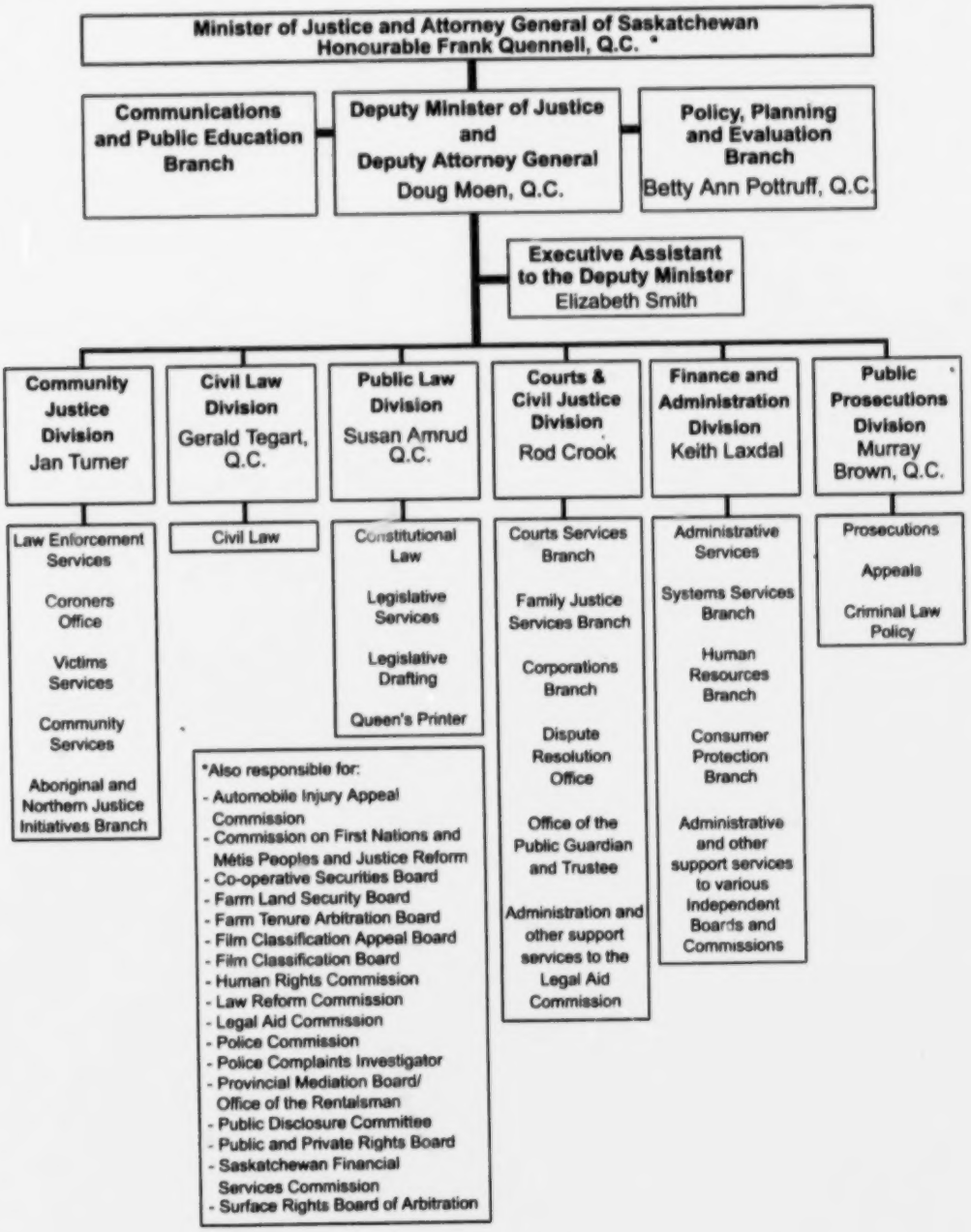
KEY FUNCTIONS OF JUSTICE	KEY PARTNERS
Administration and delivery of justice ■ Prosecuting offences under the *Criminal Code*, the *Youth Criminal Justice Act*, and provincial statutes ■ Providing civil legal services to Government ■ Providing provincial policing services ■ Operating the Provincial Court, Court of Queen's Bench, and Court of Appeal (except for the appointment of superior court judges) ■ Recognizing and responding to the needs of victims of crime ■ Supporting community justice responses to crime through crime prevention, family violence treatment programs, and alternative measures programs ■ Funding the Saskatchewan Legal Aid Commission	■ Judiciary ■ Department of Corrections and Public Safety ■ Police ■ Federal/Provincial/Territorial Justice departments and agencies ■ Defence Bar, including Legal Aid ■ Community justice agencies, including Aboriginal service delivery agencies ■ Aboriginal Courtworkers ■ Municipal and First Nations and Métis authorities involved in justice issues
Protection of basic legal rights and relationships ■ Protecting and managing the estates of persons who are unable to manage their own affairs, children, and estates of deceased persons through the Public Guardian and Trustee ■ Operating the provincial coroners system ■ Registering and/or licensing all corporations and entities that conduct business in the province ■ Providing family justice services, including enforcing maintenance orders ■ Regulating consumer and marketplace relations	■ Private Bar ■ Police ■ Business organizations ■ Federal/Provincial/Territorial authorities exercising similar responsibilities
Other Justice functions ■ Developing alternative mechanisms to resolve disputes outside the courts through legislated initiatives and education ■ Administrating *The Freedom of Information and Protection of Privacy Act* ■ Providing legal publications through the Queen's Printer Revolving Fund ■ Operating the Marriage Unit	■ Consumer organizations ■ Police ■ Mediation, arbitration and collaborative law organizations ■ Federal/Provincial/Territorial authorities exercising similar responsibilities

BOARDS AND COMMISSIONS

The Minister of Justice is responsible for a number of boards and commissions that receive varying levels of administrative and policy support from Saskatchewan Justice, including:

- Automobile Injury Appeal Commission;
- Commission on First Nations and Métis Peoples and Justice Reform;
- Co-operative Securities Board;
- Farm Land Security Board;
- Farm Tenure Arbitration Board;
- Film Classification Appeal Committee;
- Film Classification Board;
- Human Rights Commission;
- Law Reform Commission;
- Office of the Rentalsman;
- Provincial Mediation Board;
- Public Disclosure Committee;
- Public and Private Rights Board;
- Saskatchewan Financial Services Commission;
- Saskatchewan Human Rights Tribunal;
- Saskatchewan Legal Aid Commission;
- Saskatchewan Police Commission;
- Saskatchewan Police Complaints Investigator; and
- Surface Rights Board of Arbitration.

ORGANIZATIONAL CHART
as of March 31, 2004


Minister of Justice and Attorney General of Saskatchewan
Honourable Frank Quennell, Q.C. *
Communications and Public Education Branch
Deputy Minister of Justice and Deputy Attorney General
Doug Moen, Q.C.
Policy, Planning and Evaluation Branch
Betty Ann Pottruff, Q.C.
Executive Assistant to the Deputy Minister
Elizabeth Smith
Community Justice Division
Jan Turner
Civil Law Division
Gerald Tegart, Q.C.
Public Law Division
Susan Amrud Q.C.
Courts & Civil Justice Division
Rod Crook
Finance and Administration Division
Keith Laxdal
Public Prosecutions Division
Murray Brown, Q.C.
Law Enforcement Services
Coroners Office
Victims Services
Community Services
Aboriginal and Northern Justice Initiatives Branch
Civil Law
Constitutional Law
Legislative Services
Legislative Drafting
Queen's Printer
Courts Services Branch
Family Justice Services Branch
Corporations Branch
Dispute Resolution Office
Office of the Public Guardian and Trustee
Administration and other support services to the Legal Aid Commission
Administrative Services
Systems Services Branch
Human Resources Branch
Consumer Protection Branch
Administrative and other support services to various Independent Boards and Commissions
Prosecutions
Appeals
Criminal Law Policy
*Also responsible for:
- Automobile Injury Appeal Commission
- Commission on First Nations and Métis Peoples and Justice Reform
- Co-operative Securities Board
- Farm Land Security Board
- Farm Tenure Arbitration Board
- Film Classification Appeal Board
- Film Classification Board
- Human Rights Commission
- Law Reform Commission
- Legal Aid Commission
- Police Commission
- Police Complaints Investigator
- Provincial Mediation Board/ Office of the Rentalsman
- Public Disclosure Committee
- Public and Private Rights Board
- Saskatchewan Financial Services Commission
- Surface Rights Board of Arbitration

RESULTS AT A GLANCE

The goals and objectives in the 2003-04 Performance Plan articulated the outcomes the Department is pursuing as we move towards our vision in the years to come. Key actions and performance measures relate directly to the objectives within the Plan. The following section provides a summary of key accomplishments in 2003-04.

Summary of Performance Results

The Department of Justice responded to many challenges facing the justice system in this fiscal year. Departmental priorities were:

- reducing reliance on the justice system;
- changing the relationship between Aboriginal people and the justice system;
- reducing offending through integrated targeted approaches; and
- improving the efficiency of the justice system.

Highlights of the most significant performance results are shown below. More details are provided in the following section, 2003-04 Performance Results.

KEY ACCOMPLISHMENTS

GOAL 1: SAFE COMMUNITIES
Individuals are safe and secure from crime, the rights of people are protected and crime is reduced.

- Implemented the *Youth Criminal Justice Act* using an interdepartmental approach and established a plan for monitoring the results. Preliminary reports show a greater use of police discretion, referrals of more serious cases to alternative measures and a reduction in youth community caseloads.
- Supported the development of integrated community responses to offending. The Regina Auto-theft Strategy is implementing Phase 2 of its plan that focusses on 18 to 22 year olds. Battlefords continues to work on the implementation of its project plan to reduce youth crime. Saskatoon, Prince Albert and Meadow Lake are developing their project proposals.
- Increased police services by ten positions to support communities in reducing youth crime and addressing organized crime.
- Developed *The Safer Communities and Neighbourhoods Act* for implementation in 2004-05. This Act will improve community safety by enhancing police powers to target and, if necessary, shut down residential and community buildings being used for activities, such as drug production or prostitution.
- Implemented *The Pawn Property (Recording) Act* that authorizes municipalities to require pawn brokers to record information about pawned items on a computer database. The system reports pawned property transactions directly to police services, allowing police to cross-reference pawned items and stolen goods.
- Established the Stonechild and Milgaard inquiries to make recommendations for the improvement of the adminstration of justice in Saskatchewan.
- Launched a web site to enable on-line payment of fines. At the end of March 2004, more than $500,000 in fines had been paid.
- Reduced the average length of time to the next trial date in criminal proceedings at northern court points from 250 days in 1999-00, to 108 days in 2003-04. The reduction can be attributed to the implementation of the Northern Cree Court Circuit process.
- Reduced the time to trial in Regina Provincial Court from eight months to three months by implementing procedures to resolve cases earlier in the court process.
- Assisted in the development of the Battlefords Domestic Violence Treatment Options Court to improve the response of the criminal justice system in situations of domestic violence.

GOAL 2: ABORIGINAL JUSTICE
The justice system responds to the needs, values and aspirations of Aboriginal people.

- Provided funding to the Commission on First Nations and Métis Peoples and Justice Reform and worked with the Commission by responding to its requests for information and other support.
- Established a Traditional Elders Advisory Committee to help the Department understand justice issues from the perspective of traditional First Nations cultures and practices.
- Established a Workplace Diversity Committee and developed a strategy focusing on diversity recruitment, retention and awareness. The number of

self-declaring Aboriginal Justice employees increased from 40 in 2002-03 to 66 in 2003-04.

- Continued to support Aboriginal programming in the criminal justice system, including the Northern Cree Circuit Court, Aboriginal Courtworkers Program, Aboriginal victim services, Aboriginal community justice programs and First Nations Community Policing Agreements.

GOAL 3: CIVIL AND FAMILY JUSTICE
Conflicts are resolved in constructive and timely ways, and the justice system responds to the needs of vulnerable people and those involved in family disputes.

- Completed the evaluation of the parent education program offered through Family Justice Services Branch. The report provided a positive overview of the program and included several recommendations for improvement. It is available at www.saskjustice.gov.sk.ca.
- Expanded mandatory parent education programs from two to four sites, adding sites in Regina, on July 1, 2003, and Prince Albert, on September 1, 2003, to existing ones in Saskatoon and Yorkton. Across the province, in all mandatory and voluntary sites, over 2,400 people attended parent education workshops in 2003-04.
- Continued to maintain one of the highest (81 per cent) in Canada for the collection of money owed in maintenance and enforcement orders and agreements referred to the Maintenance Enforcement Office.
- Completed the evaluation of the civil mediation program. The Department is working to implement changes recommended in the report.

GOAL 4: MARKETPLACE RELATIONS
A fair, efficient and effective marketplace.

- Implemented a program to allow the general public to complete business registrations and filings online. By March 31, 2004, 26 per cent of all business registrations and filings were completed online.
- Implemented amendments to *The Saskatchewan Insurance Act* to harmonize the legislation with other federal and provincial insurance legislation and remove a number of outdated provisions.
- Implemented amendments to *The Non-profit Corporations Act, 1995* to enhance the protection from liability for directors and officers of not-for-profit corporations.

GOAL 5: LEGAL SERVICES
Programs and policies of Government are supported by appropriate legal services.

- Delivered legal and policy advice to departments and agencies of Government.
- Provided advice and dispute resolution services through the Dispute Resolution Office to several government departments to assist in the resolution of a number of complex, multi-party disputes.

Summary of Financial Results

The Department's 2003-04 expenditure budget was $190.947 million. The Department also received a Special Warrant (provides additional funding when the legislature is not in session and where a matter arises for which there is no appropriation or insufficient appropriation) authorizing an additional $4.0 million, as well as $27,000 for statutory expenditures as authorized by law.

Special Warrant funding of $4.0 million was provided for:

- ex gratia payments to the Klassen/Kvello plaintiffs;
- additional expenditures reimbursed by municipalities for participation in the RCMP municipal cost redistribution program;
- additional hearing days for the public inquiry into the death of Neil Stonechild; and
- the Legal Aid Commission.

Statutory funding of $2,000 was for Land Titles Assurance Claims.

The total funding available for the Department was $194.974 million.

The 2003-04 actual expenditures were $194.659 million, a variance of $315,000 less than the approved level of funding. The following table summarizes the actual expenditures:

2003-04 Actual Expenditures	(in thousands)
Personal Services (salaries, wages, honorariums, and other compensation paid to individuals)	$53,422
Travel	1,945
Transfers	107,437
Supplier Payments:	
Contract Services	9,313
Communications	234
Supplies and Services	18,971
Equipment and Other Assets	924
Other Expenditures	2,413
Total	**$194,659**

Third Party Funding (Transfers)	(in thousands)
Royal Canadian Mounted Police	$87,717
Legal Aid Commission	13,129
Various Police Services	4,077
Community Justice Initiatives	1,965
Other third party funding	549
Total	**$107,437**

The revenue budget in 2003-04 was $54.8 million. Actual revenues were $56.5 million, a variance of $1.7 million greater than budget. Revenue results are summarized in subsequent pages of this annual report.

The Department of Justice is responsible for managing and operating the following revolving or special purpose accounts:

- Queen's Printer Revolving Fund
- Victims' Fund

Information regarding the 2003-04 business activities of these funds can be found in Appendix B of this annual report. The financial statements for these funds can be found on the department web site at www.saskjustice.gov.sk.ca.

2003-04 Performance Results

This section of the report provides details about where Saskatchewan Justice was headed (goals and objectives) in 2003-04. It describes what the Department did to achieve its objectives (key actions) and how we know whether we were successful in making progress towards our longer-term objectives (performance measures).

The key actions originally presented in our 2003-04 plan are listed below, followed by a report on our actual progress for each. Actual results information is included for all key actions published in our 2003-04 Performance Plan and for performance measures developed to assess progress in the Plan objectives.

Further information about the Department's performance measures is available within the 2003-04 Performance Plan available on the Saskatchewan Justice website www.saskjustice.gov.sk.ca.

GOAL 1: SAFE COMMUNITIES
Preserve public order and personal safety, reduce crime, and protect the rights of people.

Objective 1: Hold offenders accountable through effective enforcement and responses to offending and protect the rights of persons in criminal processes.

Saskatchewan citizens want their families, their homes and their communities to be safe. The Department has a balanced, multi-year criminal justice strategy for building safer communities and overall public confidence in the criminal justice system. This includes responding to emerging criminal law issues and initiatives in the areas of law enforcement, services for victims and crime prevention. This approach recognizes the need for a continuum of justice services with an increased emphasis on community-based services, including responsibility for local delivery, crime prevention, holistic treatment of offenders and victims in family violence situations and the involvement of victims in the criminal justice system. A critical part of ensuring safe communities is the degree to which offenders are held accountable for their actions.

Justice, together with the Department of Corrections and Public Safety (CPS), continues to work towards ensuring offender accountability. Offenders are held accountable in three ways: custodial sentences and community supervision orders, financial commitments, and community justice programs.

Key Results

- To promote a balanced approach to holding youth accountable through a collaborative method of implementing the *Youth Criminal Justice Act*, interdepartmental committees co-chaired by Justice and CPS will develop a range of responses from non-court measures for less serious offenders to seeking adult sentences for some serious offending youth. This will include alternative measures/extrajudicial sanctions, case management, training, information sharing protocols, system enhancement and monitoring and evaluation. (2003-04 planned result)

The *Youth Criminal Justice Act (YCJA)* came into force on April 1, 2003. Justice continues to co-chair the interdepartmental committee and work with other departments during the Act's implementation stages. This committee continues to meet regularly to deal with on-going and new policy and program issues.

Benchmarks to monitor the implementation of the *YCJA* were developed. The first interim report on the benchmarks will be provided in Fall 2004. Preliminary data show that since the implementation of the *YCJA*:

- Police were making greater use of discretion resulting in a steady or falling number of referrals to alternative measures.
- Referrals to alternative measures were for more serious and complex cases.
- Community caseloads were down, but the risk level of youth in the community was higher than anticipated.
- Custodial sentences for youth declined.

- To target responses to serious offending youth, the Department will support the development of integrated community responses to youth offending, including the addition of 10 new police positions across the province and the development of integrated responses to youth crime in the Battlefords and Saskatoon. As well, the Department will continue to work with the Department of Corrections and Public Safety and the Regina Police Service to implement Phase 2 of the Regina Auto Theft Strategy, working towards a further reduction of 10 per cent in auto thefts in Regina in 2003-04. (2003-04 planned result)

The Department provided five police positions to municipal police services to support targeted initiatives: two to Saskatoon, two to Regina and one to Prince Albert. As well, five positions have been provided to the RCMP, two for Violent Crime Linkage Analysis System (VICLAS), two for Proceeds of Crime investigations and one to the Provincial Police Service Agreement for use in the Battlefords Serious and Habitual Offenders Comprehensive Action Plan (SHOCAP) program.

The Department continues to participate in the Regina Auto Theft Strategy management group. Two prosecutors were assigned to handle cases within the Auto Theft Strategy. In its second year of implementation, Phase 2 of the Strategy targeted at people aged 18 to 22, was implemented on April 1, 2003. Changes to service delivery include the following:

- addition of one probation officer to deal with the targeted age group;
- expansion of the Help Eliminate Auto Theft (HEAT) program;
- addition of electronic monitoring as an option available to the courts; and
- initiation of the development of an early intervention education program for schools.

In the first year (February 2002 to January 2003) of the Strategy, auto thefts decreased 37 per cent. A decrease of 12.5 per cent ocurred in 2003 compared to 2002. As there are many factors that affect these results, these data will become more meaningful when examined within the program evaluation currently being conducted.

Department representatives are also working with the Battlefords Integrated Youth Crime Prevention Initiative. One prosecutor was dedicated to that community's project. As well, the RCMP dedicated two positions to the SHOCAP component of the project through funding supplied by the Department and the City of North Battleford. Together with other committee representatives from organizations, such as the Department of Community Resources and Employment, the Department of Corrections and Pubic Safety, the City of North Battleford and Battlefords Tribal Council meets to discuss issues of joint interest to the program components: alternative measures under 12 and intensive support for habitually offending youth. A monthly data collection reporting process was established by a project steering committee and the Policy, Planning and Evaluation Branch (Justice) and the Strategic Policy (Corrections and Public Safety) who are working with the steering committee to develop a program evaluation plan.

The communities of Meadow Lake, Saskatoon and Prince Albert have expressed interest in the use of targeted approaches. In Saskatoon, an analysis of the current crime problems and the development of a proposal is underway. Representatives from community, participating departments and their partners will determine the best approach to tackle the problem. In Meadow Lake, Justice, Corrections and Public Safety, the RCMP and the Meadow Lake Tribal Council are working together to develop a program similar to SHOCAP. In Prince Albert, community representatives are working with departmental representatives to develop a proposal for a community response to youth crime.

- To support Prince Albert and Regina pilots in using the Saskatchewan Youth Services Model[2] framework developed by the Departments of Health, Learning, Corrections and Public Safety, and Justice, the Department will assist local communities in development, monitoring and evaluation issues. (2003-04 planned result)

The pilot projects in Prince Albert and Regina are in the fourth year of a five-year funding commitment. Each project continues to develop to meet community

[2] This model supports the development of a community-supported continuum of services for youth.

needs. The coordinators and co-chairs report on a regular basis to the Central Steering Committee.

In 2003-04, Prince Albert placed a youth worker at the Prince Albert Youth Activity Centre and built strong links to Carleton Comprehensive High School through a transitions-to-work program. The project developed a data base and is tracking program activitiy. Regina established an Education Liaison position within the schools, a Youth Voice Committee and an Elder's Council. The Aboriginal Community Justice Committee completed its first referral in 2003-04.

An Evaluation Management Committee consisting of representatives from participating departments (Justice, Corrections and Public Safety, Health and Learning), and the pilot project coordinators in Regina and Prince Albert developed a three-phased program evaluation framework in 2001. Phase 1, focusing on developmental issues, was completed in 2002. Initial work on Phase 2, a process evaluation, was completed in 2003-04 for implementation in 2004-05. The Evaluation Management Committee continues to work on the final phase, identifying outcome indicators for the model and gathering baseline data.

- To respond to the risk of organized crime, the Department will work with police to implement an organized crime strategy, while continuing to work nationally and regionally on strategic directions to combat organized crime. (2003-04 planned result)

The Department continued to work with the Saskatchewan Association of Chiefs of Police (SACP) to implement the strategic plan to respond to organized crime developed by a SACP. Implementation depends on funding available to support the plan.

- To improve policing, the Department will support an increase in police resources and establish more community police boards. (2003-04 planned result)

The Department and the RCMP continue to discuss the development of community police boards. At this time the Department supports 35 existing boards through training and continuing development to support these boards, 71 per cent are active, 11 per cent respond to issues as required and 14 per cent are inactive.

- To enhance police capacity to detect repeat sex offenders, the Department will support implementation of a national sex offender registry. (2003-04 planned result)

On February 12, 2004, the House of Commons passed Bill C-16 creating the National Sex Offender Registry. It is now before the Senate and is expected to receive royal assent in 2004-05. Provincial Justice officials formed an implementation working group with representation from the RCMP and municipal police, provincial and federal corrections, and federal and provincial Crown prosecutors to develop an implementation plan.

- To enhance opportunities to resolve conflicts in a restorative process with victims and the community, the Department will expand the use of community justice programs. (2003-04 planned result)

The Department is negotiating a fee-for-service contract with the South East Treaty 4 Tribal Council. The contract will allow the community justice committee, established by the Tribal Council to, accept alternative measures referrals.

As well, there are two new contracts with the Pasquia Hills Community Justice Committee and the Valley West Community Justice Committee. These committees will be involved in handling alternative measures referrals.

- To ensure adequate prosecution capacity, the Department will assess work demands on prosecutions. (2003-04 planned result)

Prosecutions Division has increased its ability to collect statistics by developing an electronic case management system. In the future, this will permit the Division to better review and evaluate workload pressures in the regional offices.

- To support efficiency within the criminal justice system, the Department will review opportunities to streamline processes at a provincial and national level. For example, a pilot project to reduce the number of court appearances in criminal justice cases will be implemented in Regina Provincial Court. (2003-04 planned result)

A Provincial Roundtable was established to bring together the judiciary and senior management of the different parts of the criminal justice system. The Roundtable discusses opportunities to work together to improve the effectiveness of the criminal justice system, while respecting the independence of the different parts of the system, with consideration given to cost-effectiveness issues. Initial meetings of the Roundtable showed support for, and participation in, the continuing process, with several areas of interest identified.

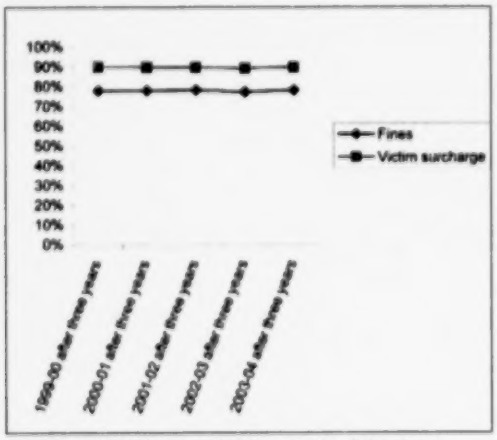
In addition, a pilot project to streamline processes in Regina Provincial Court was implemented. This project represents a practical approach that focuses on resolving cases, as early as possible, in order to reduce the number of court appearances, the number of matters set down for trial, and the number of times a trial does not proceed. This project requires the co-operation of all components of the criminal justice system-- police, prosecutions; legal aid, court administration and the judiciary.

- To reduce the risk of terrorist or security threats, the Department will continue to work with provincial, federal and international partners to develop timely and appropriate responses to terrorist and security threats, and monitor provincial criminal investigations and prosecutions. (2003-04 planned result)

Two Acts, containing amendments to 18 Acts, came into force on June 27, 2003, to address terrorist activity or the threat of terrorist activity. The Department worked with the federal/provincial/territorial committee to develop appropriate protocols. The Prosecutions Division issued a report that cited the level of involvement by prosecutors with the new legislation as "nil". These results were obtained by contacting each of the regional offices to ask whether there had been involvement with the new legislation. This was the first required national report.

PERFORMANCE MEASURE	2003-04 RESULTS
Offender accountability ■ *Per cent of dollar amount of fines ordered paid within three years of disposition.* ■ *Per cent of dollar amount of provincial victim surcharges collected within three years of disposition.* These performance measures represent one of the ways offenders are held accountable for their actions (financial commitments). Financial commitments include fines and victim surcharges. Offenders may be ordered to pay fines as part of their sentence, and judges may order the offender pay a surcharge to the Victims Fund. These two performance measures are linked. When a fine is paid, dollars are allocated to the provincial victim surcharge first, then the remainder is applied to the fine itself.	78.2 per cent (Source: Saskatchewan Justice, Justice Automated Information Network, 2003-04) 89.8 per cent (Source: Saskatchewan Justice, Justice Automated Information Network, 2003-04) The per cent of dollar amount of fines ordered paid within three years of disposition has increased 0.9 per cent over 2002-03 results; victim surcharges paid have increased by 0.6 per cent. As shown in Figure 1, the results for both measures have been fairly stable over the years. Without additional resources allocated to the area of fine collection or policy changes further restricting license and vehicle registrations for individuals with outstanding fines, it is unlikely that there will be significant improvement in the collection rate.

Figure 1: Per cent of dollar amount collected of fines and late payment fees, and victim surcharges assessed, 1997-98 to 2003-04 (fiscal years).

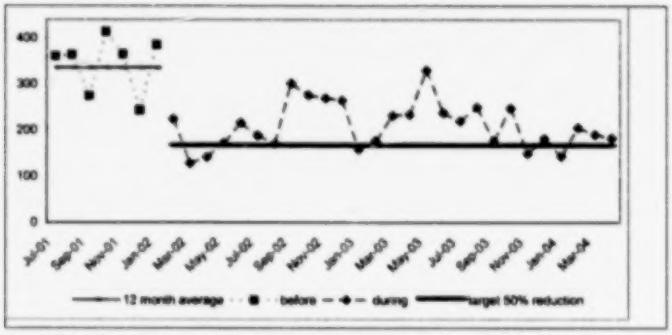


Source: Saskatchewan Justice, Justice Automated Information Network, 1999-2004.

PERFORMANCE MEASURE	2003-04 RESULTS
Offender accountability ■ *Per cent of offenders successfully completing agreements in alternative measures programs.*	87 per cent (2002-03 - most recent data available; 2003-04 data not available until July 2004)
Some offenders may attend community justice programs. Prior to or following the laying of a charge, police and prosecutors may refer offenders to a community justice program delivered by a community-based organization. These programs offer alternative measures, such as mediation and community conferencing. These interventions result in agreements that offenders must complete in order to be successful in the intervention.	The per cent of adult offenders successfully completing agreements in alternative measures programs has increased from 79 per cent in 1999-00 to 90 per cent in 2001-02 and decreased to 87 per cent in 2002-03. Fluctuations in this measure are expected. Although the Justice department has some influence on this measure, variables that are out of the control of the Department, such as the skills of the mediator/facilitator, change in offender attitude and behaviour and family support also affect the extent to which agreements are completed. Alternative measures programs are offered through community-based organizations that employ mediators/facilitators who may differ in training and experience. These organizations also work with communities that may differ in their understanding of and experience with alternative measures.

PERFORMANCE MEASURE	2003-04 RESULTS
Impact of targeted initiatives on crime rate ■ *Per cent change in auto theft crime rate in Regina.*	12.5 per cent reduction (Source: Regina Police Service database, 2003)
Encouraging communities to develop targeted initiatives that address a specific crime problem has experienced some success. The Regina Auto Theft Strategy was developed by the Regina Police Service, Corrections and Public Safety and Justice to more effectively hold offenders accountable who steal vehicles in Regina.	In 2003, the number of vehicles stolen in Regina dropped by 12.5 per cent over 2002 levels. In 2001, there were 3849 auto thefts that occurred in Regina; in 2002, this fell to 2761, a reduction of 28 per cent. From February 2002 to January 31, 2003, the first full year of the Strategy, there was a 37 per cent reduction compared to the same time period in the previous year. Figure 2 shows the fluctuations in the number of vehicle thefts per month prior to and following the initiation of the Strategy. As shown, the number has stabilized at a much lower level than three years ago. As there could be many factors that affect these results, these data will become more meaningful when examined within the program evaluation currently being conducted.

Figure 2: Monthly Auto Thefts in Regina before and during the Regina Auto Theft Strategy, July 2001 to April 2004



Note: The 12 month average baseline is 336vehicle thefts per month; the target of 50% reduction is 168 vehicle thefts per month.

Source: Corrections and Public Safety

PERFORMANCE MEASURE	2003-04 RESULTS
Effectiveness in solving crimes	
■ *Clearance rates.*	47.5 per cent (2002 data - most recent data available) (Source: Canadian Centre for Justice Statistics, 2002)
The clearance rate is generally accepted as an important measure of effective policing. It represents the proportion of incidents that have been cleared "by charge" or "cleared otherwise." Clearance by charge means a suspect has been identified and a charge laid. Clearance otherwise means a suspect has been identified and no charge laid for a variety of reasons (e.g., diplomatic immunity, complainant refuses to continue, use of alternative measures).	The clearance rate for 2002 was 0.8 per cent less than for 2001. This could be due to a number of factors, such as police service priorities and types of offences. Saskatchewan continues to have the highest clearance rate in Canada.
Relationship between alternative measures and reoffending	
■ *Per cent of offenders who reoffend following completion of agreements in alternative measures programs.*	Unable to report progress. Data not available until Fall 2004.

Objective 2: Protect the rights of persons in criminal processes.

The Department is committed to ensuring that accused persons are able to understand, participate in, and represent their interests in criminal proceedings. This is essential to realizing our vision of a fair, equitable and safe society supported by a justice system that is trusted and understood. Progress toward the achievement of this objective is demonstrated through the work of the Legal Aid and the Aboriginal Courtworker Program.

The Department supports effective police responses to crime and works to improve performance in fine collection and community justice programs. The Department is also improving its procedures to protect the rights of offenders in criminal processes by conducting pilot projects, such as the adult duty counsel[3] through the Saskatchewan Legal Aid Commission.

Key Results

- To ensure that adequate criminal Legal Aid is available in Saskatchewan, the Department will continue to press for adequate federal funding. (2003-04 planned result)

Federal funding of approximately $3.9 million over three years is in place. This funding will be used for projects, such as an expansion of the Duty Counsel Advice Service and support for legal aid services to the Battlefords Domestic Violence Court. This is in addition to about $2.8 million the province receives each year in "base" funding.

- To ensure that Aboriginal accused understand their rights, the Department will continue to press for adequate federal funding support for the court worker program. (2003-04 planned result)

The federal funding is available for 2004-05. The Department will work to create opportunities to access these funds for the use of communities.

- To provide adequate language services in court, the Department will implement the French Language Court Services Policy and review interpreter services provided in northern court locations for those people who do not speak English. (2003-04 planned result)

The French Languages Court Services Policy has been implemented and addresses three key areas: availability of French language trials upon request; maintaining the capacity to provide French language services in Public Prosecutions, the Saskatchewan Legal Aid Commission and the Courts; and building a positive environment for people to obtain these services. Work is ongoing and includes French language skills training for judges, prosecutors, Legal Aid lawyers and court staff, development of informational material for the public and staff, and updating and publishing the Rules of Court in French.

Interpreter services provided in northern court locations were reviewed. Court Services is committed to providing interpreter services in Cree and Dene when needed and has recruited individuals to provide these services at a number of court points in La Ronge and Meadow Lake Provincial Courts. In addition, a Cree-speaking court clerk was hired to travel with the Northern Cree Court Curcuit.

- To increase the effectiveness of the coroner's process, amendments will be made to *The Coroners Act*. (2003-04 planned result)

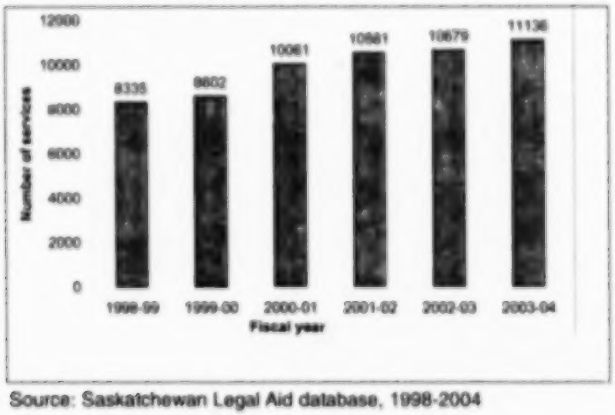
The Coroners Act was amended to eliminate the requirement for mandatory inquests into cases where inmates have died from natural causes. The Department anticipates that this amendment will reduce the number of inquests required in the future in these situations. In 2003-04, there were four cases where a decision was made that an inquest was not required.

[3] Duty Counsel refers to legal services provided by a lawyer at a location other than a Legal Aid office, where the person assisted has not applied in writing to request legal aid services.

PERFORMANCE MEASURE	2003-04 RESULTS
Access to courts	
▪ *Average length of time to next trial date in criminal proceedings at northern court points.*	108 days (Source: Saskatchewan Justice, Court Services database, 2003-04)
Timeliness of the court process is critical in protecting the rights of persons in criminal processes and in improving the effectiveness of the court in serving the public.	This result is 25 days less than 2002-03 data. The reduction can be attributed to the implementation of the Northern Cree Court Circuit process. It is anticipated this figure will remain constant over the next few years unless similar changes can be made in other northern court points. Although the Justice department has some influence on this measure, factors, such as increasing charge rates, complexity and type of court cases, length of cases, number of adjournments, aircraft unable to fly to northern court points because of bad weather, and availability of judges and other justice personnel for special sittings could also affect the measure.
Services provided to accused	
▪ *Average number of services provided to accused by courtworkers.*	Unable to report on progress. Data not available until July 2004.
The Saskatchewan Aboriginal Courtworker Program assists Aboriginal accused to better understand their rights, options and responsibilities when appearing in criminal justice courts. Courtworkers provide services, such as explaining court process, assisting families of accused and directing clients to counseling and treatment programs. In 2003-04, courtworkers served over 12,000 clients.	

PERFORMANCE MEASURE	2003-04 RESULTS
Access to legal advice ■ *Number of services provided to accused who have been detained or arrested by police and exercise their right to legal counsel after regular office hours.* The Saskatchewan Legal Aid Commission has made arrangements with non-Legal Aid counsel to handle calls after regular office hours from accused who are detained or arrested (Duty Counsel Advice Service). When contacted by offenders, the non-Legal Aid counsel provides legal assistance.	11,136 duty counsel advice services (Source: Saskatchewan Legal Aid Commission database, 2003-04) The Saskatchewan Legal Aid Commission delivered 457 more duty counsel advice services in 2003-04 than in 2002-03. As shown on Figure 3, the number of services delivered has consistently increased over the years.

Figure 3: Number of services provided to accused who have been detained or arrested by police and exercise their right to legal counsel through Legal Aid, 1998-99 to 2003-04.



Source: Saskatchewan Legal Aid database, 1998-2004

Objective 3: Respond to the needs of victims throughout the criminal justice process.

The Department supports timely and appropriate responses to the needs of victims of crime. We believe that these needs are best met by:

- Effectively managing the Victims Fund[4] to maximize funding for programs and services;
- Providing basic crisis intervention services in the immediate aftermath of a crime, with a special emphasis on those more vulnerable to victimization (children, victims of violent crime, Aboriginal people, and persons with disabilities);
- Providing financial compensation and support services to help victims through the criminal justice process;
- Helping victims have a greater voice in the criminal justice process; and
- Educating the public and justice professionals about the needs of victims and how to respond in a helpful and compassionate manner.

The evaluation of police-affiliated Victims' Services programs currently being conducted will assess the progress of the Department towards this objective.

Key Results

- To respond to recent consultations on victimization issues with Aboriginal people, older persons and people with disabilities, the Department will develop and implement a victims' strategy focused in this area. (2003-04 planned result)

The report has been distributed and the Department is awaiting the completion of the evaluation of the provincial police-affiliated victim services programs (pending Fall 2004) before developing a victims' strategy that includes addressing the needs of Aboriginal people, older persons and people with disabilities.

- To continue to address the risk of sexual exploitation of children and youth, the provincial Strategy on Sexual Exploitation of Children and Youth will continue to be implemented and evaluated. (2003-04 planned result)

The Interdepartmental Committee on Child Sexual Exploitation, co-chaired by Justice and the Department of Community Resources and Employment, plans to release the research report commissioned late in 2002, in Summer 2004. The report will provide information about sexually-exploited children and youth in Regina, Prince Albert and Saskatoon, the perceptions of service providers working in this area, and recommendations on future reporting, research and evaluation projects.

- To address family and intimate relationship violence, the Department will support evaluation, research and continuing development of effective responses. (2003-04 planned result)

The Saskatchewan Justice Domestic Violence Tracking Project is in its final year. Final reports from two sites, large urban and small urban/rural, have been received. Data collection at the third site (northern) was completed in 2003-04, with the report due July 2004.

The Department is also working with RESOLVE (a tri-provincial - Alberta, Manitoba and Saskatchewan - organization supporting research, evaluation and education initiatives in the area of family violence) to facilitate Saskatchewan participation in a tri-provincial research project on the response of the justice system to situations involving domestic violence. The final report is due December 2004.

As well, a local steering committee in the Battlefords made up of representatives from the judiciary, police, prosecutors, mental health and addictions services and community-based organizations has established a Domestic Violence Treatment Options Court. The goal of the project is to deal more effectively with domestic violence cases by providing offenders with an option to accept responsibility for their behaviour and obtain treatment that would reduce the chance that they would re-offend. The judge then takes into account the completion of the treatment program in making a decision on an appropriate sentence. The project also incorporates provision of services for victims and their families. Prosecutions and Legal Aid

[4] *The Victims of Crime Act* provides for the collection of a surcharge on provincial offences and creates a dedicated fund to support programs and services for victims. Revenue from the provincial and federal surcharge collection is referred to as the "Victims Fund" and is the sole source of income for the Victims Services Program, including compensation for victims of crime.

have dedicated lawyers to the project. Victims Services and Policy, Planning and Evaluation assisted in an advisory capacity. Assistance was provided to developing a data tracking process and initiating an evaluation plan.

- To protect children, the Department will participate in the development and enhancement of provincial child abuse protocols and policies.
  (2003-04 planned result)

Revisions to the provincial child abuse protocol document were completed. Distribution will take place in 2004-05.

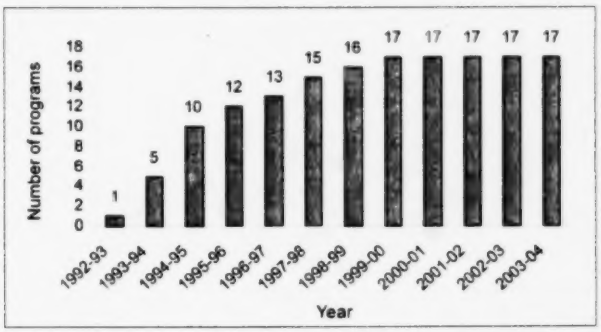
- To respond to concerns about victimization and lack of services expressed by northern communities in recent discussions, the Department will develop a Northern Victims' Strategy as a component of the Northern Justice Strategy and assist communities in developing services.
  (2003-04 planned result)

This key action has been deferred to 2004-05, following the release of the Victims Services Evaluation Report. Information will be drawn from the evaluation, the reports on the roundtables with Aboriginal people, older persons and people with disabilities and discussions held with northern communities about their needs for victim services.

PERFORMANCE MEASURE	**2003-04 RESULTS**
Access to victim services programs	
■ *Per cent of population with access to police-affiliated victim services programs.*	80 per cent (Source: Saskatchewan Justice, Victims Services records, 2003-04)
Police-affiliated victim services programs serve victims of crime directly and must be available to all Saskatchewan people.	The per cent of population with access to police-affiliated victims services programs has remained constant for five years. In 2003-04, there was no funding available for service expansion. Communities, especially northern ones with high Aboriginal populations, often request that victim services be implemented in their areas. Federal funding obtained to expand specific programs in 2000-01, continued in 2003-04. This allowed the Regina Regional Police-affiliated Victim Services Program to include Fort Qu'Appelle, Punnichy and Indian Head RCMP detachments and the Battlefords Police-affiliated Victim Services Program to establish an Aboriginal Resource Officer position. In the future, the Saskatchewan Justice Victims Fund will be responsible for this funding.

PERFORMANCE MEASURE	2003-04 RESULTS
Access to victim services programs ■ *Number of police-affiliated victim services programs.*	17 (Source: Saskatchewan Justice, Victims Services records, 2003-04)
Police-affiliated victim services programs serve victims of crime directly and must be available to all Saskatchewan people.	The number of programs remains the same as in 2002-03. Due to lack of funding, a northern police-affiliated victim services program could not be established as intended. As shown in Figure 4, since 1992-1993, the number of police-affiliated programs has grown from one to seventeen. As well, five individual programs established Aboriginal Resource Officer positions and eight programs expanded to provide service to additional RCMP detachment areas.

Figure 4: Expansion of Police-affiliated victim services programs 1992-2004.



Source: Saskatchewan Justice, Victims Services program records, 1992-2004

PERFORMANCE MEASURE	2003-04 RESULTS
Effectiveness of victim services programs ■ *Per cent of respondents who were satisfied with police-affiliated victim services.* Seventeen community-based victim services programs serve victims of crime directly. They are funded by Justice and are part of municipal police services and RCMP. These programs are crisis intervention programs that are the main immediate and short-term forms of support for victims of crime and traumatic events, uch as accidental death. They provide information, support and referral for victims. They must be available to all Saskatchewan people and meet the needs of victims. As well, Victims Services provides funding to the Regina-based Domestic Violence Early Intervention Program.	85 per cent (Source: Saskatchewan Justice, Victims Services client survey report, 2004) Community-based victim services programs participated in a comprehensive program evaluation that began in 2003-04 and will be complete in 2004-05. It focussed on providing data on program improvement and on client satisfaction with services and supports. Of those clients who responded to the survey, 85 per cent stated they were satisfied with the services and supports they received from victim services. A pilot project to collect ongoing data on client satisfaction is underway.

Objective 4: Engage communities in crime prevention.

The Department supports community-based justice and restorative justice[5] strategies. These programs support a response to crime and conflict developed by the community according to locally identified community needs. The Department is addressing community safety and crime prevention by focusing on the social factors that influence crime and by working with other government departments and community-based organizations to develop community-based approaches to crime prevention. In 2003-04, there were 120 contracts with community-based organizations that were held by the Department to address the issues of crime and victimization. Overall, the Department's community-based approach in areas of crime prevention, victimization, and offending has proven very successful. The majority of projects meet the criteria for continued funding and constantly demonstrate growth in community capacity to repsond to crime prevention issues.

Key Results

- To promote police engagement with communities, the Department will support community-policing approaches. (2003-04 planned result)

Although additional funding is not available for this fiscal year, the Department continues to support community-policing philosophy through its previously funded initiatives. These include annual grants of over $2 million to enhance community policing in Regina, Saskatoon, the Battlefords, Lloydminster, Yorkton, Moose Jaw and Prince Albert. These grants support the combination of proactive and reactive policing functions through actions, such as the expansion of patrol officer responsibilities to include meetings with neighbourhood watch, local community organizations and other service providers to work together on solving specific problems.

- To support community organizations in crime prevention activities and promote integration of crime

[5] Restorative Justice involves traditional methods of resolving conflict that are used by many cultures, including canadain Aboriginal peoples. A restorative approach involves victims, offenders, families and community members in responding to crime and conflict.

prevention initiatives, the Department will continue to participate in decision-making processes with Public Safety and Emergency Preparedness Canada's National Crime Prevention Strategy. (2003-04 planned result)

In the Community Mobilization Program of the National Crime Prevention Strategy, communities across Saskatchewan received a total of $777,362 for 20 projects.

In the Investment Fund of the National Crime Prevention Strategy, contribution agreements with communities totaled $384,540 for two projects in 2003-04 - FSIN and SunRise Regional Health Authority. Each project has a three-year funding commitment. The FSIN project concluded in 2003-04.

- To promote community engagement, the Department will support the expansion and work of community justice committees. (2003-04 planned result)

The Department has two new contracts with the Pasquia Hills Community Justice Committee (Carrot River and surrounding communities) and with the Valley West Community Justice Committee (Martensville and surrounding communities). Department officials are also involved in developing a Neighborhood Youth Justice Forum in Regina, and continue working with officials from Corrections and Public Safety to support the development of community justice committees around the province.

PERFORMANCE MEASURE	**2003-04 RESULTS**
Community engagement ■ *Number of communities engaged in crime prevention activities with Saskatchewan Justice.* The number of communities partnering with Saskatchewan Justice to offer justice-related programs provides a measure of community engagement in community justice activities. These programs include community justice programs, victim services programs, crime prevention programs and family violence prevention programs.	120 (Source: Saskatchewan Justice, Community Servcies Branch records, 2003-04) As planned, two additional communities, Carrot River and Martensville and their surrounding communities, have established community justice committees. These committees will provide community justice services, beginning with the acceptance of referrals to alternative measures during the 2003-04 fiscal year.

GOAL 2: ABORIGINAL JUSTICE
The justice system responds to the needs, values and aspirations of Aboriginal peoples.

Objective 1: Increase the participation of Aboriginal peoples in the administration of justice.

The Department supports the need to reform the justice system to better meet the needs of Aboriginal peoples. This includes involving Aboriginal peoples and communities in the administration of justice to ensure programs are culturally relevant and responsive and to build ownership of justice responses to crime and conflict.

With Aboriginal communities and leaders, we seek a justice system that accounts for cultural distinctiveness and actively involves Aboriginal peoples and communities in positive ways. The Department encourages the participation of Aboriginal peoples in the administration of justice through its community-based service delivery approach that suggests Aboriginal peoples are best able to provide services to Aboriginal peoples. In 2003-04, the Department worked in a variety of ways, including support of the Commission on First Nations and Métis Peoples and Justice Reform and the establishment of the Northern Cree Circuit Court, to build the confidence of Aboriginal peoples in the justice system.

Over 90 per cent of Saskatchewan's First Nations have contracts with the Department. They, together with the Métis and other community-based organizations, deliver programs focusing on crime prevention, community development and public education, support services for victims and offenders and alternative measures. As well, an increase in the per cent of self-declaring Aboriginal employees demonstrates that the Department is slowly moving towards achieving this objective.

Key Results

- To increase Aboriginal involvement in and ownership of justice responses, the Department will involve more Aboriginal peoples in program design and delivery and continue to work to establish an Elders Advisory Committee.
  (2003-04 planned result)

The Traditional Elders Advisory Committee was established. Membership includes eleven Elders from different regions and language groups throughout the Province. The Committee will help the Department understand justice issues from the perspective of traditional cultures and practices.

- To increase Aboriginal participation in the administration of justice, the Department will continue to support employment diversity policies.
  (2003-04 planned result)

The Department Workplace Diversity Committee has developed a Workplace Diversity Strategy, focusing on recruitment, retention and awareness. Strategy successes include reaching Aboriginal communities through career symposiums; incorporating diversity competencies in recruiting managers and employees; implementing an exit interview process for equity group members; and prioritizing education and communication in building a representative workforce.

PERFORMANCE MEASURE	2003-04 RESULTS
Employment diversity ■ *Per cent of Justice employees who self-identify as Aboriginal.*	5.2 per cent (Source: Public Service Commission, 2003-04)
Justice continues to work to recruit Aboriginal candidates for its positions. Aboriginal people want to be more involved in working within the justice system to ensure programs are culturally relevant and responsive. Having individuals from the Aboriginal community working within the Department to ensure the interests of Aboriginal peoples are understood and incorporated into program development and implementation, increases the confidence of Aboriginal peoples in the justice system. While designated positions exist within Justice, it is sometimes difficult to find appropriate individuals to fill them. The Community Justice and Courts Divisions have had success in recruiting Aboriginal employees. Twenty-five per cent of all Court Services vacancies were filled by Aboriginal candidates. As well, the Community Justice Division has the highest per cent of self-identifying Aboriginal employees and holds contracts with over 90 Aboriginal organizations to deliver services (e.g., crime prevention, alternative measures, courtworker, victim services and family violence prevention) to clients who are primarily of Aboriginal ancestry. The majority of these programs employ Aboriginal service providers.	An increase of 0.9 per cent over 2002-03 results. The numbers are predicated on Aboriginal employees self-declaring either during the staffing process or upon recruitment.

PERFORMANCE MEASURE	2003-04 RESULTS
Participation in community justice program delivery ■ *Number of people working in Justice-funded community justice programs delivered by Aboriginal organizations.*	97 (Source: Saskatchewan Justice, Community Services Branch records, 2003-04)
Justice uses a community-based approach towards community justice programming, including community justice programs, the Saskatchewan Aboriginal Courtworker Program, First Nations Policing, Aboriginal Resource Officers Program, Aboriginal Family Violence Programs and Urban Aboriginal Crime Prevention Programs. The people working in these programs are not employees of the Department, but work in Justice-funded programs. The Department places great emphasis on the need for Aboriginal organizations to employ Aboriginal peoples to deliver services. Aboriginal peoples tell us that they have more confidence in programs delivered by Aboriginal service deliverers and organizations because those programs allow for cultural distinctiveness and provide positive role models.	In 2003-04, the number of people working in Justice-funded community justice programs delivered by Aboriginal organizations increased by 43 over 2002-03.

Objective 2: Partner with Aboriginal peoples to reform the justice system and to build capacity to deal with criminial justice issues and the causes of crime.

The Department, together with Aboriginal communities and leaders, seeks a justice system that accounts for cultural distinctiveness and actively involves Aboriginal peoples and communities in positive ways. The Department supports the need to reform the justice system to better meet the needs of Aboriginal peoples.

The Department partners with First Nations bands and tribal councils and Métis organizations to deliver community justice initiatives, such as crime prevention, support services for victims and offenders, alternative measures, community development and public education. In 2003-04, almost all First Nations delivered some or all of these services to their communities.

Key Results

- To promote increased dialogue, the Department will provide support to the Commission on First Nations and Métis Peoples and Justice Reform. (2003-04 planned result)

The Department provided $2.63 million in financial support to the Commission over the past three years. It continues to respond to Commission requests for information. An interim report was received November 2003 and the final report is due June 21, 2004.

- To further Aboriginal justice reform, the Department will respond to the Commission's interim recommendations. For example, the Department is undertaking a review of the municipal police complaint process in consultation with stakeholders, such as Aboriginal communities and police. (2003-04 planned result)

The Department continues to monitor the work of the Commission and prepare to respond to its recommendations. It actively participates in an Implementation Committee made up of representatives from the Government of Canada, Government of Saskatchewan, the Federation of Saskatchewan Indian Nations (FSIN) and the Métis Nation of Saskatchewan (MNS).

A review of the municipal police complaint process is underway.

- To promote increased dialogue, the Department will develop a Northern Justice Strategy. (2003-04 planned result)

Following internal departmental discussion, it was decided that Justice would first develop an internal northern justice workplan that will act as a guide for future justice-related work in the North. This work was initiated in 2003-04 and will continue in 2004-05.

- To assess the impact of the Aboriginal Justice Strategy, the Department will continue to implement the Aboriginal Justice evaluation framework, including evaluation of the effectiveness of community justice programming. (2003-04 planned result)

An external evaluator is conducting a program evaluation of the Prince Albert Alternative Measures Program. The report will be available Fall 2004.

PERFORMANCE MEASURE	2003-04 RESULTS
Partnerships with Aboriginal communities ■ *Per cent of on-reserve First Nations peoples served by Community Tripartite Agreements.* Community Tripartite Agreements (CTAs) involve Aboriginal peoples in decisions about policing activity in their communities. Justice works with the federal government, First Nations governments and Aboriginal peoples to partner with, and build capacity in, Aboriginal communities. Success in this performance measure requires that Saskatchewan Justice, Public Safety and Emergency Preparedness Canada, FSIN and First Nations work together. Since additional funding was not available from the Province, the 2003-04 target was not achieved.	75 per cent (Source: Saskatchewan Justice, Law Enforcement Services records, 2003-04) Results for this measure remain the same as in 2002-03 due to provincial financial constraints.

Objective 3: Address the over-representation of Aboriginal peoples as offenders and victims through a balanced approach that respects the needs of victims, offenders and communities.[6]

Aboriginal peoples experience dramatically higher levels of offending, victimization and incarceration than non-Aboriginal people. They represent 13.5 per cent of the provincial population and 9.5 per cent of the adult population 18 years of age and older, yet account for about 40 per cent of those accused of crime, and a similar proportion of those victimized by crime. This over-representation is due to many factors, including lower educational achievement, unemployment, poverty, and high rates of substance abuse, family violence, and family and community dysfunction.

Although the Department maintains its work with Aboriginal communities and organizations to deliver justice services, the issue of over-representation continues. While the justice system and Aboriginal peoples are working together to improve the justice system response to the needs, values and aspirations of Aboriginal peoples, all sectors of society must work to build healthier communities and reduce crime and victimization in Aboriginal communities.

This objective deals with the social challenges that must be addressed by all areas of Government. Changes must take place in the education, employment, health and other sectors of society. To meet these challenges, the Department is participating in integrated responses to offending and victimization, such as the Métis and Off-reserve Strategy.

Key Results

- To support analysis of Aboriginal offending and victimization, the Department will work provincially and nationally to ensure that accurate and appropriate data collection processes are in place. (2003-04 planned result)

The Department continues to work to develop a national strategy on the collection of Aboriginal identify data by police. Policy, Planning and Evaluation co-chairs a Canadian Centre for Justice Statistics (CCJS) Liaison Officers Committee (LOC) working group on this topic. A discussion paper and recommendations on the collection of police-reported Aboriginal data will be considered at a meeting of federal/provincial/territorial deputy ministers in June 2004.

[6] Many of the key actions listed in Goal 1, Safe Communities as well as the ongoing activities of the Department (e.g., Aboriginal Courtworker Program and Aboriginal Resource Officer Program) also apply to this objective. Targeted initiatives to deal with offending and victimization serve the Aboriginal population to a great extent because of their over-representation in these populations.

- To demonstrate the system's ability to be sensitive to these needs, the Department will support and evaluate the Northern Cree Court Circuit Initiative and its impact on victims, offenders and the community. (2003-04 planned result)

An external evaluator was contracted to conduct a process evaluation of the Northern Cree Court Circuit over two fiscal years (2002-03 and 2003-04). The first component of the evaluation reviewed the Cree-speaking Legal Aid Lawyer Project; the final report was received October 2003. The overall evaluation report on the Northern Cree Court Circuit is due September 2004.

- To ensure an effective approach to address the multi-faceted reasons for over-representation, the Department will play an active role in interdepartmental strategies designed to address marginalization issues, including integrated approaches to crime (e.g., the Regina Auto Theft Strategy, School^{PLUS}, the Métis and Off-reserve Strategy, the Interdepartmental Committee on Family Violence and the Northern Strategy). (2003-04 planned result)

The Department continues to support initiatives that address the needs of Aboriginal peoples in the criminal justice system through funding and guidance in policy and procedural areas. Through its community development initiatives that encourage Aboriginal-delivered programs, Justice continues to build capacity in Aboriginal communities, as well as establish bridges between the justice system and community. Through its participation in the development of governmental strategies (e.g., Métis and Off-reserve, Interdepartmental Committee on Family Violence) and in integrated, targeted community-based responses to crime (e.g., Battlefords Domestic Violence Treatment Options Court, Regina Auto Theft Strategy), it is working with other departments and community-based organizations to address over-representation of Aboriginal peoples in the justice system.

GOAL 3: CIVIL AND FAMILY JUSTICE
Conflicts are resolved in constructive and timely ways, and the justice system responds to the needs of vulnerable people and those involved in family disputes.

Objective 1: Improve access to effective dispute resolution processes.

The Department has made significant progress in this area. The Department supports dispute resolution mechanisms that resolve civil and family matters in constructive and appropriate ways. A key element of conflict resolution is the meaningful engagement of interested parties. This means making dispute resolution mechanisms available that are not alienating or confusing and ensuring that the values and interests of both parties are fully understood and fairly considered.

Key Results

- To improve access for litigants, the Department will complete a review of the Small Claims Court and develop a response. (2003-04 planned result)

A review of the small claims court system in Saskatchewan began in 2003-04 and will be completed by Fall 2004. The review examines three areas: how the small claims court system works; a comparative analysis of small claims court systems in other Canadian jurisdictions, and recommendations for changes to better ensure that the small claims court system is accessible, effective and affordable.

- To assess the impact of changes in civil mediation, the Department will complete an evaluation of civil mediation services. (2003-04 planned result)

The evaluation report was released in May 2003. The evaluation confirmed the benefits of the program, cited widespread support and recommended some changes to further enhance the program. The Department is currently working with the judiciary, the legal community and the courts to review the recommendations, implement program changes and, where necessary, develop legislative or regulatory amendments. Amendments to *The Queen's Bench Act, 1998* to implement recommended changes were introduced in the Legislature on April 19, 2004.

PERFORMANCE MEASURE	2003-04 RESULTS
Effectiveness of civil dispute resolution processes ■ *Per cent of civil cases resolved following mandatory civil mediation.* Resolving civil matters through mandatory civil mediation is a more expeditious way of dealing with civil cases. It reserves the court for more contenious matters. However, the measure depends on variables out of Justice's control, such as the length of time the dispute has existed, effectiveness of lawyers representing the parties, mediator skills and willingness of the parties to participate.	47 per cent (Source: Saskatchewan Justice, Court of Queen's Bench database, 2003-04) This is an increase of 4 per cent over last year's year-end results. This increase in civil cases resolved following mandatory civil mediation may be attributed, in part, to pro-active work on the part of the mediators, and a recommendation made in the evaluation conducted in 2002-03. As well, the courts have applied increased rigour to its data collection processes, resulting in the production of reliable, valid data.
Access to civil dispute resolution processes ■ *Average length of time from pretrial to next available trial date for civil proceedings in Court of Queen's Bench.* Timeliness of the court process is critical in improving access to courts for the public and improving the effectiveness of the court in serving the public.	90 days (Source: Saskatchewan Justice, Court Services database, 2003-04) The 90 day average time period between pretrial and the next available trial date for civil proceedings in Court of Queen's Bench remains constant. This time period is considered appropriate by all stakeholders.

Objective 2: Support the resilience of children and families involved in family disputes.

The Department has a keen interest in assisting children and families dealing with the difficulties of family breakdown and separation. It provides family justice services that include assistance in the enforcement of maintenance payments, provision of legal aid to low-income persons in family law matters, parent education programs for separating or divorcing parents, programs for victims of family violence, custody and access assessments, and supervised access and exchange. These supports help people involved in family disputes deal with difficulties in the healthiest way possible.

The key results below show the Department is progressing towards the achievement of this objective. Its work with the federal government to improve family justice services, the expansion of mandatory parent education programs and pilot projects, such as the Support Variation Project work to support resilient children and families.

Key Results

- To support the resilience of children and families, the Department will continue to work provincially and nationally to improve family law/justice services to support children and families. (2003-04 planned result)

Justice continued to work with federal/provincial/territorial partners on a range of family law service developments to implement the federal funding announced in Spring 2003 (Child-Centred Justice Fund). As well, it continues to develop and analyze family law issues related to amendments to the *Divorce Act*, the Child Support Guidelines, and to develop a provincial position on topics, such as child status and interjurisdictional enforcement of domestic violence laws. On April 23, 2004, amendments to *The Enforcement of Maintenance Orders Act* were introduced in the Legislature. They will assist the Maintenance Enforcement Office in the timely and efficient enforcement of maintenance orders.

- To monitor the effectiveness of support services, the Department will complete the evaluation of the parent education program. (2003-04 planned result)

An external contractor completed data collection in August 2003. The final report is available on the Department's web site at www.saskjustice.gov.sk.ca. The Department will complete its response to the report in 2004-05.

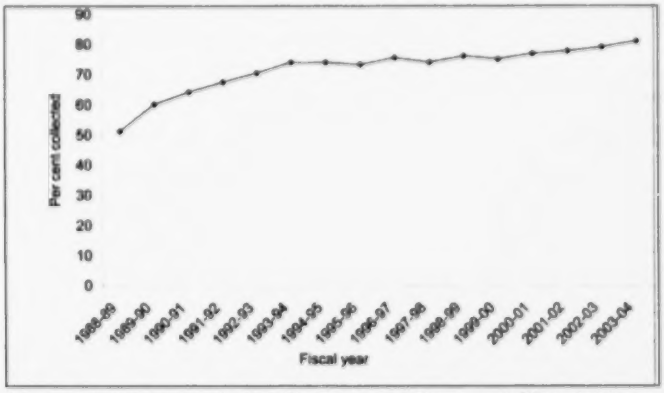
- To test the effectiveness of innovative approaches to reduce family disputes, the Department will evaluate a pilot variation dispute resolution project for low-income families. (2003-04 planned result)

A Support Variation Unit was established. This unit helps low-income people who can agree to varying their court orders to change their orders. It also provides family law information and helps people complete self-help variation kits to apply to court to vary their maintenance orders when agreement cannot be obtained.

The project has not generated as many Consent Order Agreements as expected. The demand from people who want help completing their self-help variation kits and require family law information has been very high. The Family Justice Services Branch continues to monitor this project.

PERFORMANCE MEASURE	2003-04 RESULTS
Effectiveness of programs supporting resiliency of children and families ■ *Per cent collected of maintenance enforcement orders and agreements referred to the Maintenance Enforcement Office.*	81 per cent (Source: Saskatchewan Justice, Maintenance Enforcement Office database, 2003-04)
Maintenance enforcement orders and agreements for financial support occur following a divorce or separation.	This is 2 per cent higher than in 2002-03. As shown in Figure 5, the rate has been consistently increasing over time. The Saskatchewan Maintenance Enforcement Office continues to maintain one of the highest collection rates in Canada. The office collects money for almost 10,000 custodial parents. This translates into support for the health and well-being of families through the receipt of maintenance income to which they are entitled.

Figure 5: Per cent collected of maintenance enforcement orders and agreements referred to the MEO.



Source: Saskatchewan Justice, Maintenance Enforcement Office database, 1988-2004

PERFORMANCE MEASURE	2003-04 RESULTS
Effectiveness of programs supporting resiliency of children and families ■ *Per cent of cases resolved following custody and access assessment.* Justice promotes resilient children and families through custody and access assessments that are conducted prior to the issue going to court. The health and well-being of the families depend on effective and efficient means to resolve disputes about custody and access.	85 per cent (Source: Saskatchewan Justice, Court of Queen's Bench records, 2003-04) This is 3 per cent higher than in 2002-03. The resolution of custody and access issues, without having to go back to court reduces costs for the parties and the court system and promotes the health and well-being of children and their families.

Objective 3: Protect children and adults who need assistance to manage their own affairs.

The Office of the Public Guardian and Trustee protects persons in vulnerable circumstances. This includes protecting the interests of children under 18 years of age, administering the estates of persons who are incapable of managing their own affairs, and administering the estates of deceased persons. When the Office of the Public Guardian and Trustee becomes involved in the administration of the financial affairs of a person or an estate, it conducts an investigation, determines assets, collects assets, pays debts, pays monthly support, pays other expenses, and distributes assets.

Overall, the Office of the Public Guardian and Trustee worked effectively in 2003-04 to protect people needing assistance to manage their affairs. It is working to obtain Provincial funding that will support the implementation of sections of *The Public Trustee Amendment Act* related to investigation of financial abuse and personal guardianship.

Key Results

- To safeguard people in vulnerable circumstances from abuse, the Department will propose implementation of a program of public personal guardianship on a cost-recovery basis. (2003-04 planned result)

Implementation of *The Public Trustee Amendment Act, 2001* continued in 2003-04, except for the sections on investigation of financial abuse and personal guardianship. Implementation of these sections will not occur until funding is available from the Province.

- To safeguard the financial well-being of citizens, the Department will propose implementation of a program to investigate financial abuse of the elderly and other people in vulnerable circumstances. (2003-04 planned result)

Although *The Public Trustee Amendment Act, 2001* was implemented May 2002, implementation of the sections on investigation of financial abuse and personal guardianship was deferred until funding becomes available from the Province.

PERFORMANCE MEASURE	2003-04 RESULTS
Quality of return rate on investments ■ *Per cent difference between the rate of return on client assets invested by the Office of Public Guardian and Trustee and the benchmark identified in the Investment Policy.* One of the primary functions of the Office of Public Guardian and Trustee is to invest the assets it holds in trust for its clients. The primary objective is to meet or outperform a benchmark portfolio constructed from rates of return on the Toronto Stock Exchange 300 (capped 10 per cent) Index (as measured by CPMS), the Standard & Poor's 500 Index (in Canadian dollars), the Morgan Stanley Capital International Europe, Australia, Far East (EAFE) Index (in Canadian dollars), the Scotia Capital Universe Bond Index and 91-day Canada Treasury Bills. Although the Office of Public Guardian and Trustee has a comprehensive Investment Policy that it uses to select and guide the investment firm, market fluctuations have a significant impact on this performance measure.	-0.9 per cent (Source: Saskatchewan Justice, Office of Public Guardian and Trustee records, 2003-04) The difference between the benchmark set by the Office of Public Guardian and Trustee and the actual result was -0.9 per cent, which means the investment return was 0.9 per cent lower than expected. In 2002-03 it was 0.3 per cent higher than the benchmark. Although the Office of Public Guardian and Trustee has a comprehensive investment policy that it uses to select and guide the investment firm, market fluctuations have a significant impact on this performance measure.

GOAL 4: MARKETPLACE RELATIONS
The marketplace is fair, efficient and effective.

Objective 1: Safeguard consumer and public interests and support economic well-being through responsive marketplace regulation.

The marketplace is dynamic. Technological innovation is changing the nature of economic activity. Consumers are buying goods and services in forms and in ways not contemplated a decade ago. Businesses are evolving.

In addition, succeeding in global markets increasingly requires governments to take into account what is happening in other jurisdictions and, more particularly, the impact of regulation on the ability of local firms and workers to compete. To remain effective, regulators must be able to adapt, and regulations and regulatory structures and processes must be reviewed on an ongoing basis to ensure they promote economic and social well-being. Care must be taken to ensure that regulatory structures and processes do not impose unnecessary costs on business or government.

As shown by the key results in this section, the Department has continued to take steps to safeguard consumer and public interests and support economic well-being. However, this objective will never be completely achieved as new marketplace issues will always arise that require Departmental attention.

Key Results

- To support fair practice, the Department will implement a revised and harmonized *Cost of Credit Disclosure Act*. (2003-04 planned result)

The Cost of Credit Disclosure Act was passed in July 2002. Implementation was delayed pending resolution of harmonization with the federal regulations governing banks. This Bill significantly broadens the scope of the existing legislation. In addition to consumer loans, the Act also applies to mortgages, credit card transactions, leases, lines of credit and credit offered by retailers.

- To support an improved environment for business and consumers, the Department will participate in a national commercial law reform initiative. (2003-04 planned result)

This is a long-term initiative. The Commercial Law Strategy is part of the work of the Uniform Law Conference of Canada. The Department of Justice sits on the Steering Committee of this organization, provides an annual grant and participates in the development of uniform Acts and their implementation. Two of these Acts were *The Cost of Credit Disclosure Act* and *The Enforcement of Canadian Judgements Act*, both part of the comprehensive framework of harmonized commercial law for Canada.

- To enhance customer service and program efficiency, the Department will implement enhancements to the corporations registry system to facilitate on-line registration of 30 per cent total registrations. (2003-04 planned result)

In March 2003, on-line filing functionality was made available to authorized users (primarily law firms) who have deposit accounts with Corporations Branch. This functionality included the ability to incorporate, register business names and file annual returns and notice of change. Additional on-line functionality for the general public was implemented December 2003. By March 31, 2004, approximately 26 per cent of all business registrations and filings were completed on-line. It is expected that this percentage will continue to increase as familiarity with the on-line system grows.

- To enhance customer service and program efficiency, the Department will enhance payment mechanisms for corporate registry services. (2003-04 planned result)

The general public is able to make inquires and searches on-line using VISA or Mastercard instead of having to use a deposit account with Corporations Branch. Implementation of additional on-line functionality for the general public using VISA or Mastercard payment was implemented in December 2003.

- To promote harmonization in marketplace regulation, through the Saskatchewan Financial Services Commission (SFSC), the Department will support national initiatives to develop uniform security and pension laws. (2003-03 planned result)

Much of the effort in this area is undertaken through various inter-provincial regulatory groups[7]. The products of these efforts are considered for implementation in the various jurisdictions.

Together with other securities regulators, the Commission approved a national instrument concerning continuous disclosure that sets out the obligations of reporting issuers with respect to financial statements, annual information forms, management's discussion and analysis, material change reports, information circulars, proxies and proxy solicitation and other matters. As well, the Commission adopted a national rule establishing the standards of disclosure for reporting issuers engaged in oil and gas activities. Work continues on national uniform rules in the areas of exemptions and registrations.

Other activities include the release of a discussion document by pension regulators regarding the proposed principles for a model pension law. As well, the Department and the Commission continue to participate in a ministerial-led provincial/territorial initiative to review and address issues related to securities legislation in Canada.

- To reduce red tape and modernize contractual and statutory conditions, the Department will make amendments to *The Saskatchewan Insurance Act*. (2003-04 planned result)

Most of the amendments to *The Saskatchewan Insurance Act* came into force on October 3, 2003. The amendments that did not come into force are related to the classes of insurance. They are part of a national project of the Canadian Council of Insurance Regulators and will come into force once the associated regulations are completed in 2005.

- To make it less costly to raise capital in Saskatchewan, the SFSC will implement new capital raising exemptions. (2003-04 planned result)

The SFSC approved a set of exemptions from the requirements of securities legislation to make it easier to raise capital in Saskatchewan. The adoption of this multilateral instrument harmonizes our exemptions with those in most other jurisdictions.

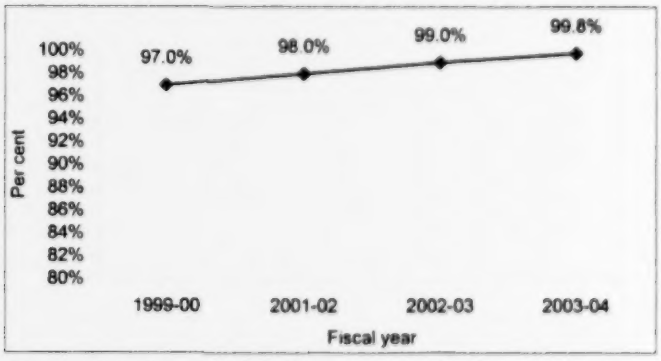
- To ensure continued relevance to the circumstances of consumers, industry and government, the Department will undertake a comprehensive review of *The Motor Dealers Act*. (2003-04 planned result)

The proposed review of *The Motor Dealers Act* did not proceed as originally planned. A decision was made to undertake a broader, more comprehensive legislative and operational review of all consumer protection legislation. *The Motor Dealers Act* review will be incorporated within this review.

[7]These groups include the Joint Forum of Financial Services Regulators (Joint Forum), the Canadian Council of Insurance Regulators (CCIR), the Canadian Securities Administrators (CSA) and the Canadian Association of Pension Supervisory Authorities (CAPSA).

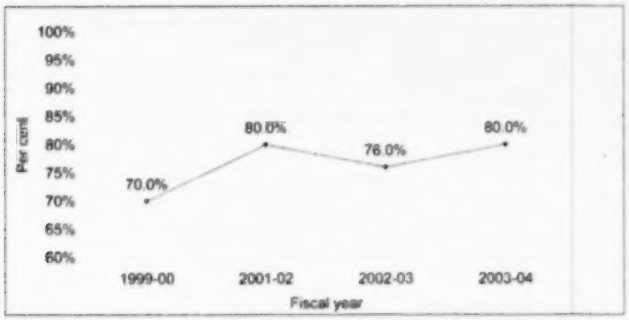
PERFORMANCE MEASURE	2003-04 RESULTS
Efficiency of response	
■ *Per cent of telephone inquiries from consumers responded to within one business day.*	99.8 per cent (Source: Saskatchewan Justice, Consumer Protection Branch database, 2003-04)
This measure demonstrates the Consumer Protection Branch's responsiveness to consumer needs and expectations.	This result is 0.8 per cent over last year's results and is as close to perfect as can be expected (Figure 6). In 2003-04, the Branch responded to 12,826 consumer inquiries.
Efficiency of response	
■ *Per cent of incorporations, registrations and fundamental changes of all types processed within ten business days.*	80 per cent (Source: Saskatchewan Justice, Corporations Branch database, 2003-04)
This measure demonstrates the Corporations Branch's responsiveness to client needs and expectations.	This result is 4 per cent higher than 2002-03 year-end figures (Figure 7). The increase is the result of ongoing process review and the implementation of on-line registration.

Figure 6: Per cent of telephone inquiries from consumers responded to within one business day.



Source: Saskatchewan Justice, Consumer Protection Branch database, 1999-2004

Figure 7: Per cent of incorporation registrations and fundamental changes of all types of processed within ten business days.



Source: Saskatchewan Justice, Consumer Protection Branch database, 1999-2004

GOAL 5: LEGAL SERVICES

Programs and policies of government are supported by appropriate legal services.

Objective 1: Provide quality legal services to government that are consistent, coherent, and cost-effective.

The Department is committed in all of its operations to the rule of law. It carries out the traditional role of the Attorney General in maintaining the rule of law and seeing that the administration of public affairs is in accordance with the law.

One important aspect of this role is the provision of legal and policy advice and services to Government. The Department's Dispute Resolution Office also provides government departments and agencies with advice on dispute resolution processes and assistance in resolving public sector disputes.

A relatively small proportion of the staff and resources of the Department are devoted to providing these legal, policy, and dispute resolution services. However, the proper discharge of these functions is critical to the effective functioning of the justice system and to ensuring that public affairs are conducted according to the law.

The Department of Justice continues to provide quality legal and policy advice to Government and effective assistance in resolving conflict through legal and other dispute resolution means. In 2003-04, significant progress was made in identifying performance measures for this objective.

Key Results

- To ensure we are meeting our clients' needs, the Department will establish mechanisms for measuring the quality of our legal services. (2003-04 planned result)

Through an internal review process, progress continues toward developing and implementing appropriate measures. The importance of ensuring buy-in from Departmental lawyers who will implement the measures is crucial. Also, the development is being influenced by the ongoing work of a federal/provincial/territorial working group developing performance standards suitable for Justice legal offices across the country.

- To ensure our legal services are cost-effective, the Department will examine our service delivery mechanisms. (2003-04 planned result)

The Department continues to examine its service delivery mechanisms to ensure that they are cost-effective.

2003-04 FINANCIAL RESULTS

2003-04 Financial Results - Expenditures

The following table outlines information on actual and budgeted expenditures by subvote and subprogram. Explanations are provided for all variances > $100,000.

Subvote Name	Sub-Program Name	2003-04 Estimate ($000s)	2003-04 Actual ($000s)	Variance	Notes
ADMINISTRATION		**4,299**	**4,454**	**155**	1
ACCOMMODATION & CENTRAL SERVICES		**12,284**	**12,540**	**256**	2
COURTS AND CIVIL JUSTICE	COURTS	20,472	20,507	35	
	DISPUTE RESOLUTION	1,307	1,254	(53)	
	FAMILY JUSTICE SERVICES	3,154	2,760	(394)	3
	PUBLIC GUARDIAN AND TRUSTEE	1,965	1,984	19	
	SALARIES PROVINCIAL COURT JUDGES	8,303	8,197	(106)	4
Total COURTS AND CIVIL JUSTICE		**35,201**	**34,702**	**(499)**	
LEGAL SERVICES	CIVIL LAW	2,631	2,638	7	
	COMMUNICATIONS	312	327	15	
	POLICY, PLANNING AND EVALUATION	1,008	1,104	96	
	PUBLIC LAW	2,552	2,533	(19)	
	PUBLIC PROSECUTIONS	11,117	13,243	2,126	5
	QUEEN'S PRINTER - Net Financing Requirement	19	(13)	(32)	
	QUEEN'S PRINTER - Subsidy	250	225	(25)	
Total LEGAL SERVICES		**17,889**	**20,057**	**2,168**	
COMMUNITY JUSTICE	COMMUNITY SERVICES	3,663	4,007	344	6
	CORONERS	1,332	1,294	(38)	
	POLICE ADMINISTRATION	5,021	4,669	(352)	7
	POLICE COMMISSION	765	714	(51)	
	POLICE COMPLAINTS INVESTIGATOR	169	140	(29)	
	R. C. M. P. - GRANTS	86,466	87,717	1,251	8
Total COMMUNITY JUSTICE		**97,416**	**98,541**	**1,125**	
MARKETPLACE REGULATION	CONSUMER PROTECTION	750	728	(22)	
	CORPORATIONS	1,767	1,719	(48)	
	SASK FINANCIAL SERVICES COMMISSION	2,326	2,081	(245)	9
	LAND TITLES ASSURANCE CLAIMS	25	52	27	
Total MARKETPLACE REGULATION		**4,868**	**4,580**	**(288)**	
BOARDS & COMMISSIONS	COMMISSION ON FIRST NATIONS PEOPLE AND MÉTIS PEOPLES AND JUSTICE REFORM	1,275	1,277	2	
	FARM PROTECTION PROGRAM	927	792	(135)	10
	INQUIRIES	876	1,739	863	11
	LEGAL AID COMMISSION	12,659	13,129	470	12
	AUTOMOBILE INJURY APPEAL COMMISSION	785	310	(475)	13
	RENTALSMAN/PROV MEDIATION BOARD	1,071	1,050	(21)	
	SASK HUMAN RIGHTS COMMISSION	1,250	1,357	107	14
	SURFACE RIGHTS ARBITRATION BOARD	147	131	(16)	
Total BOARDS & COMMISSIONS		**18,990**	**19,785**	**795**	
Grand Total		**$190,947**	**$194,659**	**$3,712**	
Special Warrant Funding		**4,000**		**(4,000)**	15
Statutory Funding for Land Titles Assurance Claims		**27**		**(27)**	
TOTAL JUSTICE		**$194,974**	**$194,659**	**$316.00**	

Explanation of major variances:

1. Salary and operating expenditures associated with workload pressures.
2. Increase in accommodation, records storage and mail costs.
3. Lower than anticipated expenditures due to vacant positions and costs related to federal Child Centered Family Justice Fund.
4. Reduced vacation leave liability.
5. Costs related to the Klassen/Kvello payment, salary pressures and future civil court actions.
6. Additional one-time costs associated with various community initiatives.
7. Transfer of budget for additional police resources to the RCMP (allocated in error) and operational savings.
8. Additional municipal policing costs recovered from municipalities and transfer of funding for additional police resources, offset by savings in auxiliary policing.
9. Vacancy savings and general reduction in operating costs.
10. Reduced program activity related to farm foreclosures and farm ownership exemptions.
11. Additional costs related primarily to the Stonechild Inquiry, but also provides for caseload increases of the Human Rights Tribunal.
12. Additional funding for one-time costs and increased federal funding for legal aid.
13. Hearings proceeded at a slower than anticipated pace.
14. Increased staffing to address workload.
15. Additional costs associated with Klassen/Kvello payment, RCMP Municipal policing, Stonechild Inquiry and Legal Aid Commission.

2003-04 Financial Results - Revenue

The following table outlines information on actual and budgeted revenues by revenue description. Explanations are provided for all variances > $100,000.

DESCRIPTION	Revenue Budget ($000s)	Actual Revenue ($000s)	Variance	Notes
TAXES				
PRIVILEGES, LICENSES & PERMITS	$7,064	$7,717	$653	1
SALES, SERVICES & SERVICE FEES	16,443	17,846	1,403	2
FINES, FORFEITS & PENALTIES	12,898	10,533	(2,365)	3
INTEREST, DISCOUNT, PREMIUM	16	206	190	4
RECEIPTS FROM OTHER GOVERNMENTS	17,323	19,382	2,059	5
RECEIPTS FROM CROWN ENTITIES	790	392	(398)	6
OTHER REVENUE	260	454	194	7
DEPARTMENT TOTAL	**$54,794**	**$56,530**	**$1,736**	

Notes:

1. Increase in non-registered insurance policies and corporate annual returns.
2. Increase in activity for prospectus filings within the Saskatchewan Financial Services Commission.
3. Reduced fine activity and late payment fees.
4. Increase in foreign exchange from unlicensed insurers.
5. Increase in federal revenue related to Legal Aid and other programs.
6. Reduced activity cost recovered from Crown agencies.
7. Increase in miscellaneous revenue.

Where to obtain additional information

This report provides information about both our accomplishments and our future plans. If you have any questions or comments, or would like additional copies of this report, we invite you to call (306) 787-7872.

Or contact:

Saskatchewan Justice
Communications and Public Education Branch
1874 Scarth Street
Regina, Saskatchewan S4P 3V7

Or send us an email through the Saskatchewan Justice web site:
www.saskjustice.gov.sk.ca

APPENDICES

APPENDIX A - BOARDS AND COMMISSIONS

AUTOMOBILE INJURY APPEAL COMMISSION

In December 2000, the Personal Injury Protection Review Committee recommended that an independent specialized tribunal be established to handle benefits appeals under the no fault benefits plan. *The Automobile Accident Insurance Act* was amended establishing the Automobile Injury Appeal Commission on January 1, 2003.

The Automobile Injury Appeal Commission is an independent, quasi-judicial administrative tribunal responsible for hearing appeals under the Personal Injury Protection Plan for injuries sustained in motor vehicle accidents, regardless of fault. The plan is administered by Saskatchewan Government Insurance (SGI).

When people are not satisfied with a personal injury benefits decision made by SGI under the no fault system, they can file an appeal with either the Court of Queen's Bench or the Commission. In either case, there is a time limit to file an appeal. Appeals must be filed either 90 days from the date of SGI's decision or, if mediation was elected, 60 days from the date mediation was completed.

Claimants filing an appeal to the Commission pay a $75.00 application fee. If this causes substantial hardship, claimants may ask the Commission to waive the fee by filing a Certificate of Substantial Hardship. The fee (if paid) is refunded if the claimant is successful. Once the claimant and SGI have filed all documents relevant to an appeal, the Commission gives written notice of the hearing date, time and location. Hearings are regularly held in Prince Albert, Saskatoon and Regina. Claimants can represent themselves or have their lawyers present their case to the Commission. Sixty-seven per cent are self-represented.

Both the claimant and SGI have the right to examine and cross-examine any witness. If necessary, either party can arrange to have a witness subpoenaed to attend the hearing. Witnesses can testify by telephone if they are unable to attend the hearing in person.

The Commission interprets the law and the regulations governing no fault benefits. It has the authority to set aside, confirm or vary benefit decisions made by SGI under the no fault benefits plan. Written reasons for the Commission's decision are provided to, and binding on, both parties. The decision can be appealed to the Court of Appeal on a question of law only. Transcripts are provided to the parties upon request and at their expense.

Governing legislation of the Automobile Injury Appeal Commission includes:

- *The Automobile Accident Insurance Act;*
- *The Personal Injury Benefits Regulations; and*
- *The Automobile Accident Insurance (Injury) Regulations*

Budget: $785,000
FTEs: 2

Statistics

Item	2003-2004	2002-03 (three month start-up)
Inquiries	302	78
Appeals Filed	171	30
Appeals Withdrawn/Closed	12	0
Hearings Held	65	0
Decisions Issued	34	0

Membership of the Commission

- Ann Phillips, Q.C., Chief Commissioner
- Beverly Cleveland of Regina
- Dr. Mukesh Mirchandani of Yorkton
- Al Knippel of Saskatoon
- Pamela Joy Dobko of Saskatoon
- Jeff Scott of Regina
- Darleen Topp of Saskatoon
- Tim Brown of Regina

2004-05 Goals and Objectives

- To issue written decisions within sixty days after the date of a hearing.

FARM TENURE ARBITRATION BOARD

The Farm Tenure Arbitration Board was responsible for arbitrating lease disputes between eligible farmers and lenders with respect to the six-year Farm Land Leaseback Program established pursuant to the provisions of *The Saskatchewan Farm Security Act*. The program commenced on September 20, 1992. The deadline for entry into the program was June 1, 1997. The Board ceased operation on July 28, 2003.

2003-04 Goals and Objectives

- Finalize the report on program operations.
- Shut down the program and the Board as of August 1, 2003.

2003-04 Activities and Results

- The Board met all goals and objectives for the 2003-04 fiscal year and ceased operation as of July 28, 2003.

Budget: $10,000
FTEs: .3

PROVINCIAL MEDIATION BOARD AND OFFICE OF THE RENTALSMAN

The Provincial Mediation Board offers assistance to individuals and families with personal debt problems by reviewing their financial situation and reviewing options to resolve their crisis. The Board is often able to arrange new repayment plans with creditors. The Board is also involved in arranging repayment plans for property tax arrears and giving information on residential foreclosure procedures.

The services of the Provincial Mediation Board are available to members of the general public who have been over-loaded with personal debt problems and are at the point of bankruptcy or losing their property. Over 1,000 people receive counselling each year on various debt-related problems. The program is able to assist people across the province, rural and urban. It also returned over $1.6 million to the credit industry.

About one-third of the debt repayment plans set up by the Provincial Mediation Board deal with individuals with student loans. The program is also partnered with problem gambling treatment programs to assist individuals in resolving the financial fallout that often accompanies the addiction.

The number of people assisted was about the same as the previous year. Due to budgetary restraints, the plan to overhaul the computer program for debt repayment has been deferred.

This project will be reconsidered in the upcoming year. Around 40 per cent of files closed were due to a successful completion of the repayment plan. It still is a priority to increase the number of successful completion of files. There were over 20 presentations on debt management made to different groups this year. Counsellors have been providing monthly sessions on finances to the in-patient treatment program for problem gambling in Regina. We will identify resources in the province to provide our information material on debt counselling and management.

Budget: $383,284
FTEs: 6

Governing legislation:

- *The Provincial Mediation Board Act;*
- *The Tax Enforcement Act;*
- *The Land Contracts (Actions) Act;*
- *The Agricultural Leaseholds Act;*
- *The Land Titles Act;*
- *The Rural Municipality Act;* and
- The *Bankruptcy and Insolvency Act* (Federal).

2003-04 PROVINCIAL MEDIATION BOARD STATISTICS

	2003-04	2002-03	2001-02
Notices of Mortgage Foreclosure/ Cancellation of Agreement for Sale	967	850	812
Tax Enforcement Applications Received	726	637	637
Tax Enforcement Files in Continuous Mediation	819	766	892
Tax Enforcement Fees	$18,220	$12,740	$17,010
Debt Repayment Files Opened	275	273	301
Files Active at Year End	622	599	606
Payments Received from Debtors for Creditors	$1,664,800	$1,540,000	$1,389,258
Administrative Levy for Province from Debt Mediation	$241,261	$223,298	$180,321
Debtor Assistance Files Opened	398	342	336

The Office of the Rentalsman provides information to landlords and tenants about residential tenancy rights and obligations. It also provides a dispute resolution or hearing forum for these landlords and tenants.

The public is invited to access the office for information. Residential landlords and tenants may use the dispute resolution services.

The Office of the Rentalsman provided orders on over 12,000 cases. Our three Information Counsellors responded to close to 40,000 inquiries this last year. This is mainly through telephone contact.

It is a constant challenge to deal with the increased caseloads within existing budgets. There has been a streamlining of procedures to accomplish this objective. It is an ongoing task to review our processes.

A pilot project was embarked on with the College of Law, University of Saskatchewan, to offer optional mediation on selected cases. There were not enough cases mediated to be able to provide sufficient feedback as to the benefits of mediation. Discussions are taking place on the feasibility of continuing the project.

Cases have continued to be dealt with, for the most part, in a reasonably efficient timeline. It is a priority for this office to continue to provide the public with quick access to justice. Inquiries are also provided in a timely manner. The vast majority of telephone inquiries are responded to within one hour and virtually all inquiries are attended to within two business hours.

Budget: $687,716
FTEs: 11.6

Governing legislation:

- *The Residential Tenancies Act*

2003-04 OFFICE OF THE RENTALSMAN STATISTICS

	2003-04	2002-03	2001-02
Total Applications Received	12,160	11,146	10,177
Landlord Applications	11,363	10,359	9,419
Tenant Applications	797	787	758
Number of Security Deposit Applications	7,183	7,350	6,079
Fees	$223,500	$207,600	$188,440
Security Deposit Applications			
Completed within 55 days	6,406 (85%)	6,278 (83%)	4,842 (78%)
Not completed within 55 days	1,131	1,306	1,392
All Other Applications			
Completed within 55 days	2,655 (76%)	2,152 (76%)	2,238 (75%)
Not completed within 55 days	808	686	763

APPENDIX B - REVOLVING FUNDS

QUEEN'S PRINTER

On behalf of the Government of Saskatchewan, the Queen's Printer publishes and distributes all legislation, regulations, and other Government legislative publications, including:

- *The Saskatchewan Gazette*;
- Tables to Saskatchewan Statutes and Regulations;
- the Saskatchewan Rules of Court (for the Court of Queen's Bench and the Court of Appeal);
- Private Acts;
- bound annual statutes; and
- the complete set, as well as practice-specific sets, of the consolidated Statutes of Saskatchewan and Regulations of Saskatchewan.

Under the authority of the Minister of Justice and the Lieutenant Governor in Council, and subject to *The Queen's Printer's Act* and *The Queen's Printer's Fees Regulations*, the Queen's Printer operates as a retail business through a revolving fund, and sells its legislative publications and services to achieve the fund's break-even mandate. Significantly self-funded, the Queen's Printer is provided an appropriation from the General Revenue Fund in order to provide free access (Freelaw®) to all current electronic publications at the web site, www.qp.gov.sk.ca.

The main users of paper and electronic publications include:

- federal/provincial/municipal governments;
- law offices;
- universities/colleges; and
- industry specific groups (e.g. oil and gas companies).

Financial Results

	2003-04 Budget	2003-04 Actual
Revenue	$524,000	$592,679
Expenditures		
Cost of Goods Sold	$216,500	$279,808
Gross Profit (Loss)	$307,500	$312,870
Administrative Expenditures	$561,500	$537,214
Net Profit (Loss)	$(254,000)	$(224,344)
GRF Subsidy	$250,000	$225,000
Net Profit (Loss) After Subsidy	$(4,000)	$(656)

Audited financial statements can be found on the Department web site at www.saskjustice.gov.sk.ca.

2003-04 Goals and Objectives

- Continue to ensure paper and Freelaw® services are viable and updated, and explore options for new electronic and paper-based services.

- Continue to consolidate all legislative products within 10 days of the enactment changing.

- Enhance the web site through:
  - improvement to catalogue application; and
  - redesign of client view in order to search and purchase new offerings, such as:
    - legislated forms (with some available to be filled in online);
    - historical legislation;
    - paper-only subscription services;
    - in force Private Acts (consolidate, edit and add to web site), and
    - historical legislation by bound annual volumes dating back to 1905.

- Continue upgrading hardware (computer systems and digital print/publishing equipment) to maintain a high level of service and reliability for clients through efficient use of staff time.

- Continue assisting other government agencies to provide non-legislated forms available on-line (with some available to be filled in on-line).

- Continue to advertise product/service offerings at various conferences.

- Maintain a dialogue with other Queen's Printers and organizations, such as the Federation of Law Societies (CanLII) to develop common standards and practices with respect to legislation, copyright, printing and publishing.

2003-04 Activities and Results

- The Department of Justice is in the third year of the Freelaw® service utilizing an appropriation from the General Revenue Fund in order to provide free access to all current electronic publications at the web site, www.qp.gov.sk.ca.

- Enhanced the www.qp.gov.sk.ca web site (December 2003) through the Publications Centre (www.publications.gov.sk.ca), a cross-government initiative to provide publications through a central location on the Government of Saskatchewan web site at www.gov.sk.ca.

- Continued to add publications and products to the web site to provide:
  - Access to purchase all available paper-based publications (publications available in paper only), such as:
    - Releases:
    - Rules of Court, English
    - Rules of Court, French
    - Combined Documents:
    - Bound Volume of Statutes of Saskatchewan from 1979 to current
    - *Occupational Health and Safety Act, 1993 and Regulations (combined)*
    - Miscellaneous Publications:
    - Hoist Operator Log Book

- Modified the look and flow of the web site to provide easier and faster access for clients to both electronic and paper-based publications through:
  - Modifying the search and advanced search functions to be faster and simpler to use; and
  - Simplifying the shopping cart function for clients to purchase paper-based publications on-line easily and more quickly.

- Became the Publications Centre Responsible Agency in November 2003.

- Continued to assist other government departments and agencies in web-enabling their programs or special projects, especially with respect to forms and e-commerce, and promoted Government on-line initiatives at the same time.

- Continued to advertise Freelaw® through attendance at annual tradeshows and print media:
  - April 29 - 30, 2003, eWorld Conference 2003, Regina;
  - November 24 - 29, 2003, Canadian Western Agribition, Regina;
  - February 2 & 3, 2004, Saskatchewan Urban Municipalities Association 2004 Marketplace Tradeshow, Regina;
  - March 15 - 17, 2004, Saskatchewan Association of Rural Municipalities 2004 Tradeshow, Regina;
  - Eagle Feather News;
  - Regina Leader-Post;
  - Rural Councillor;
  - Saskatchewan Sage;
  - Saskatoon Star Phoenix; and
  - Urban Voice.

- Maintained a dialogue with other Queen's Printers in order to develop common standards and practices with respect to legislation, copyright, printing, and publishing.

- Ensured staff have appropriate job descriptions, technology and training to fulfil the public demand for consolidations and other publications.

- Continued to explore options for new paper and electronic-based publications/services.

- Continued to consolidate all legislative products within 10 days of the enactment changing.

- Upgraded hardware (computer systems and digital print/publishing equipment) to maintain a high level of reliability and service for clients through efficient use of staff time.

2004-05 Goals and Objectives

- Continue to ensure paper and Freelaw® services are viable and updated, and explore options for new paper and electronic-based publications/ services.

- Continue to consolidate all legislative products within 10 days of the enactment changing.

- Enhance the web site by adding:
  - Legislated forms (with some available to be filled in on-line);
  - Inforce Private Acts (consolidate, edit and publish to web site);
  - Historical legislation by bound annual volumes dating back to 1905.

- Continue upgrading hardware and software (computer systems and digital print/publishing equipment) to maintain a high level of service and reliability for clients through efficient use of technology and staff time.

- Continue to administer, manage and market the Publications Centre to other government agencies to provide all types of formats/publications to the residents of Saskatchewan and beyond.

- Maintain a dialogue with other Queen's Printers to develop common standards and practices with respect to legislation, copyright, printing and publishing.

Subscription Statistics

Subscriptions to Publication/Service	2002-03	2003-04
Bound Volume of Statutes of Saskatchewan	125	115
Saskatchewan Gazette	420	375
Loose-leaf Statutes	281	270
Loose-leaf Regulations**	104	102
Separate Chapters	65	65
Tables	214	205
Rules of Court (English/French)*	---	235/0
Loose-leaf Oil and Gas	82	84
Loose-leaf Mining	20	20
Loose-leaf Rural Municipality*	---	238
Loose-leaf Urban Municipality*	---	319
QUESS (# of passwords)	Freelaw®	Freelaw®

* Information not tracked prior to 2003-04.
** 108 should have been published as 104 for 2002-03.

VICTIMS SERVICES

Victims Services has the primary responsibility for assisting victims involved in the criminal justice system in Saskatchewan. Victims' needs are directly related to their involvement in the criminal justice system and may include:

- information on the justice system and assistance as they proceed through the criminal justice process;
- compensation to offset expenses directly resulting from violent crime; and
- an opportunity to tell the court how a crime has affected them.

Victims of reported crime, those who come to the attention of the justice system, are the first priority of the program. Initiatives for victims of unreported crime and at-risk individuals are also considered important and are supported to the extent that resources are available. Special emphasis is placed on meeting the needs of more vulnerable individuals, such as children and persons with disabilities, as well as Aboriginal people whom are disproportionately victimized by crime.

In order to increase understanding about the needs of victims of crime and ensure basic services are available to meet their needs throughout Saskatchewan, the Victims Services Program offers a range of direct supports, such as:

- crisis intervention services;
- specialized victims services for special target groups, such as victims of domestic violence and child and adult victims of sexual abuse;
- victim/witness services;
- victims compensation;
- Aboriginal initiatives; and
- Victim Impact Statement Program.

Underlying these direct services are other initiatives that improve understanding and increase awareness of the needs of victims, and help ensure a comprehensive and cooperative response. These indirect supports include:

- education and training;
- co-ordination of services;
- research and evaluation initiatives; and
- prevention of victimization programming.

The governing legislation of the Victims Services program is *The Victims of Crime Act, 1995*, and *The Victims of Crime Regulations, 2002*.

The Victims Fund established by this legislation is the sole support for services for victims of crime. This Fund is a special-purpose fund that is comprised of the victims' surcharge that is paid by offenders on federal and provincial offences.

Total FTE Establishment

Administration	6.5
Compensation	2
Restitution	3
Victim/Witness Support	4.5
Family Violence Manager	1
TOTAL FTEs	17

2003-04 Goals and Objectives

- Continue effective and efficient stewardship of the Victims Fund to maximize funding for programs and services for victims of crime by:
  - monitoring provincial and federal surcharge imposition and collection;
  - monitoring investment of the Victims Fund to maximize revenue;
  - monitoring expenditures in order to balance revenue and expenditures;
  - administering Proceeds of Crime monies deposited in the Victims Fund;
  - completing a review of the Victims Fund revenue and expenditures for Treasury Board.

- Meet the immediate needs of victims of crime for timely information, support and referral by:
  - ensuring adequate funding for Police-affiliated Victim Services and Aboriginal Resource Officer programs for victims of crime;
  - assisting community-based victims' programs in accessing federal funding to enhance services to victims of crime;
  - completing the development phase of a database for the Police-affiliated and Aboriginal Resource Officer Programs;
  - assisting in resolving management and financial issues with some community-based programs.

- Meet the unique needs of more vulnerable victims of crime by:
  - continuing funding of five specialized Victims Services Programs;
  - continuing to co-manage the Saskatoon Centre for Children's Justice and Victims Services;
  - continuing to contribute to the funding for the Regina Children's Justice Centre.

- Provide court orientation and support to victims and witnesses during their involvement with the criminal justice system by:
  - providing court orientation, court accompaniment and support to those who are most vulnerable, primarily child victims and witnesses and victims of sexual assault and domestic violence, during their involvement with the criminial justice system;
  - providing training to rural staff and volunteers on adult court orientation;
  - continuing to work on the development of a child witness protocol to help ensure children have access to a high standard of service province-wide;
  - developing the concept for a child friendly courtroom.

- Provide payment for reasonable expenses resulting from a criminal act of personal violence by:
  - responding to applications for Victims Compensation in a timely manner;
  - reviewing and making recommendations for improvements to the Victims Compensation Program;
  - updating the Policy and Procedures Manual to reflect changes in program direction and/or legislation;
  - pursuing the transfer of the Restitution Program from Corrections and Public Safety to Victims Services.

- Assist in the effective development of existing programs and effectively administer contracts with Aboriginal organizations by:
  - monitoring contracts with Aboriginal organizations delivering eight family violence programs and managing issues as they arise;
  - in co-operation with Aboriginal and Northern Justice Initiatives branch, working with the communities of Stony Rapids, Black Lake, and Sandy Bay to help them develop community responses to interpersonal violence and victimization;
  - providing information and responding to inquiries from the Commission on First Nations and Métis Peoples and Justice Reform.

- Educate the public and professionals about the needs of victims and how to respond in a helpful and compassionate way by:
  - responding to requests for information and distributing educational materials;
  - continuing to offer multi-disciplinary training on the Justice Response to Domestic Violence in communities across the Province;
  - delivering training to rural staff and volunteers on adult court orientation and accompaniment;

- delivering training on Victims Compensation to volunteers and new Co-ordinators;
- responding to requests for presentations and training on Victims Services' programs and victim's issues;
- planning, organizing, promoting, and delivering a successful Victims Services Week 2003;
- delivering training on family violence and Victims Services to recruit classes at the Saskatchewan Police College;
- delivering training to recruit classes at the RCMP Depot on issues relating to child victims in conjunction with the Department of Community Resources and Employment and the Children's Justice Centre.

- Promote a comprehensive and co-operative response to victims of crime by:
  - participating in federal/provincial/territorial meetings on victim's issues;
  - participating in a Justice Canada committee to guide the evaluation of the National Victims Initiative;
  - participating in interdepartmental meetings and consultations on victim's issues;
  - meeting monthly with the RCMP;
  - consulting regularly with other areas of Justice, for example, Law Enforcement, Community Services, Court Services, and the Department of Corrections and Public Safety;
  - assisting Police-affiliated Victims Services and Aboriginal Resource Officers to form a provincial association.

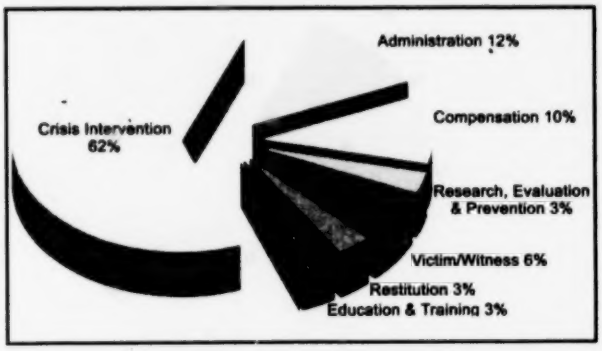
- Undertake research and evaluation related to the needs of victims of crime by:
  - completing data collection on a Victims Services client satisfaction survey and a site-specific survey with a larger sample of victims in a number of communities;
  - obtaining federal funding for research for the second phase of a tracking project on Domestic Violence and for focus groups of key stakeholders to help evaluate services for victims of crime;
  - collecting and monitoring regular qualitative and quantitative reporting from all funded agencies.

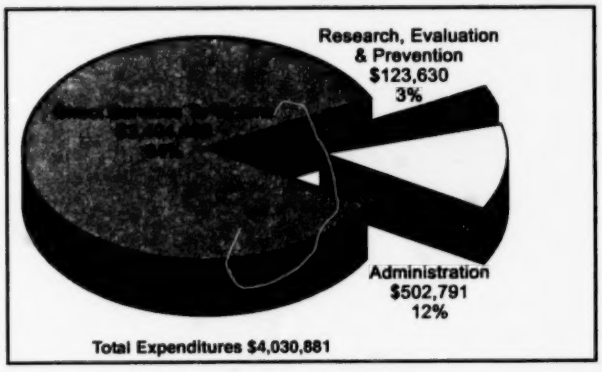
- Help to prevent victimization by educating and assisting those at-risk by:
  - continuing to fund three "Children Who Witness Domestic Violence" programs and the Street Workers Advocacy Project, an anti-prostitution program;
  - contributing to the Child Action Plan.

Activities and Results

Financial Management

2003-04 Actual Expenditures





Audited financial statements can be found on the Department web site at www.saskjustice.gov.sk.ca.

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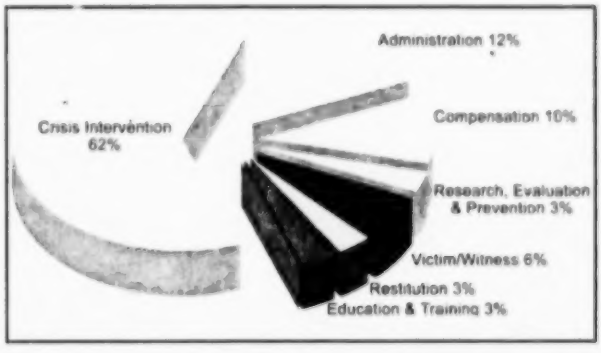
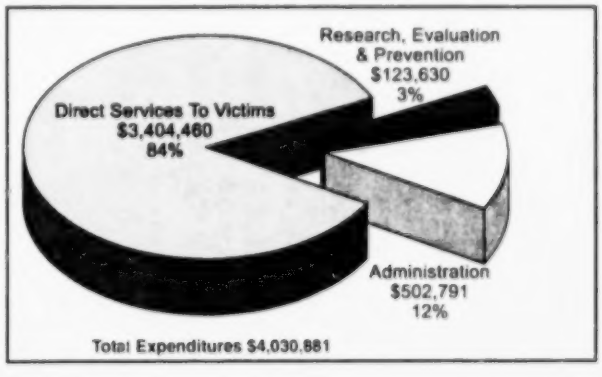
Activities and Results

Financial Management

2003-04 Actual Expenditures




Research, Evaluation & Prevention $123,630 3%
Direct Services To Victims $3,404,460 84%
Administration $502,791 12%
Total Expenditures $4,030,881

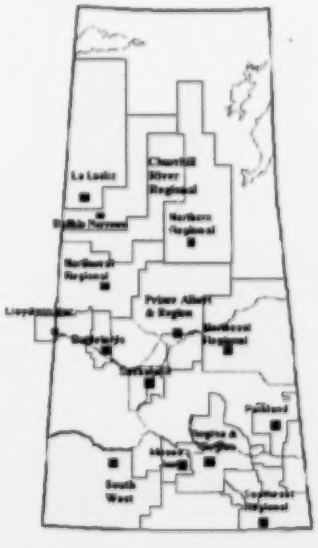
Audited financial statements can be found on the Department web site at www.saskjustice.gov.sk.ca.

- Total revenue for 2003-04 was $2.95 million (this includes surcharges, increase in surcharge receivables, interest, proceeds of crime, and other miscellaneous revenue). Expenditures for 2003-04 totaled $4.03 million. The balance of the Victims Fund at March 31, 2004, equaled $2.15 million.
- Efforts to balance revenue and expenditures continued with a variance of approximately $997,000.
- A review of the Victims Fund Revenue and Expenditures over the past five years was completed for Treasury Board and showed that each year the Victims Fund reserve is drawn down to maintain adequate funding for existing programs.
- Proceeds of Crime totaling $38,838 remains in the Victims Fund for 2003-04.

Crisis Intervention Services

- Managed 23 contracts with community agencies and municipal police services to ensure that services are available to 80 per cent of Saskatchewan's population.
- Enhanced funding for all programs by providing a 3 per cent increase for staff salary and benefits and by addressing urgent requests for increased funding as resources allowed.
- Maintained services for victims in the Indian Head and Punnichy RCMP detachments by providing additional funding to the Regina Region Victim Services program with partial funding from Justice Canada.
- Explored the establishment of services for victims of crime in the Athabasca area with the communities of Black Lake and Stony Rapids, the RCMP, federal representatives, and other Justice representatives.
- Participated in a provincial training workshop for Victim Services Co-ordinators, Aboriginal Resource Officers and volunteers from across Saskatchewan.
- Worked with the RCMP on development of processes to address privacy concerns and to ensure that victims continue to be referred to local Victims Services programs.
- Provided financial support for 10 community program staff to attend a National Victims Conference in Ottawa.
- Conducted research into the feasibility of establishing a health benefits package for community-based program staff.
- Worked with four programs that needed assistance in resolving financial and program related issues.
- Provided training to three northern program boards for Police-affiliated Victims Services.
- Held two meetings with community-based Victims Services Program co-ordinators to begin setting provincial standards.

Community-based Police-affiliated Victims Services Programs



Specialized Victim Services

- Provided funding for five specialized programs: the Domestic Violence Early Intervention Program (Family Service Regina); Volunteer Victim Support Worker Program (Saskatoon Sexual Assault Centre); the Sexual Assault Line (Regina Women's Community Centre); the Regina Children's Justice Centre; and the Saskatoon Centre for Children's Justice and Victim Services.

- Enhanced funding for all programs by providing a 3 per cent increase for staff salary and benefits, and by addressing urgent requests for increased funding as resources allowed.

- Continued to assist with funding and management of the Regina Children's Justice Centre and the Saskatoon Centre for Children's Justice and Victims' issues.

Victim/Witness Services

- Continued to offer court orientation and support to those who are most vulnerable, with an increased focus on children and teens.

Victim/Witness Support

Age Group	Males			Females			Total		
Year	2001-2002	2002-2003	2003-2004	2001-2002	2002-2003	2003-2004	2001-2002	2002-2003	2003-2004
Children	51	51	53	64	70	75	115	121	128
Teenagers	75	61	53	142	135	157	217	196	210
Adults	97	64	65	387	386	351	484	450	416
Total	223	176	171	593	591	583	816	767	754

- Chaired a committee of Victims Services, Prosecutions, Court Services, and Saskatchewan Property Management Corporation staff to continue developing plans for a child-friendly courtroom in Regina.

- Continued work on developing a provincial Child Witness Protocol, chairing a Working Group comprised of Victims Services, funded agencies, prosecutions, and police.

- Participated in the development of the Battlefords Domestic Violence Treatment Option Court project.

Victims Compensation

- Provided victims compensation totalling $402,860 to 349 victims of crime.

- Completed a more detailed statistical report for the year as part of a national survey on Victims Compensation.

- Completed an interprovincial comparison and explored options for improving the Victims Compensation Program.

Victims Compensation Statistics

	2001-2002	2002-2003	2003-2004
Applications Received	388	372	384
Applications Approved	341	328	349
Applications Denied	47	44	35
Total Amount Awarded	$385,527	$301,666	$402,860
Average Award	$1,130.57	$919.71	$1,153.58

Aboriginal Initiatives

- Effectively administered funding for eight Aboriginal Family Violence initiatives.

- Effectively administered funding for five Aboriginal Resource Officer programs.

- Assisted Battlefords Victim Services to access continued federal funding for a sixth Aboriginal Resource Officer program in the Battlefords area.

- Continued to explore the development of a community response to the needs of victims in the Black Lake and Stony Rapids areas.

- Worked with representatives of agencies delivering Aboriginal family initiatives to determine ways of evaluating their progress.

- As a member of an integrated multi-disciplinary team of six provincial government and two federal representatives, delivered training to First Nations police boards and agencies in northern communities to help them develop strategies to identify and respond to community issues, such as family violence, gangs and vandalism.

- Worked with several Aboriginal Family Violence Programs to resolve management and financial issues.

Education and Training

- Distributed over 14,000 brochures, posters, fact sheets, bookmarks and other educational material to justice staff, community agencies and individuals.

- Developed and distributed a new brochure "Victim/Witness Services: Information and support services for Crown prosecutions, witnesses during their involvement in criminal court."

- Acknowledged the 325 volunteers who assisted in providing services to victims of crime in 2003-04 and gave special recognition to 10-year volunteers.

- Provided multi-disciplinary training sessions to police, funded agency staff and related community organizations in communities across Saskatchewan on the Justice Response to Domestic Violence.

- Delivered approximately eight other presentations to a variety of organizations and groups on various aspects of interpersonal violence.

- Victim/Witness Co-ordinators provided training sessions to 80 Police-affiliated Victims Services staff and volunteers on court accompaniment for victim/witnesses.

- Provided five training sessions on Victims Compensation to staff and volunteers in eight Police-affiliated programs.

- Delivered three training sessions on family violence and three on Victims Services to police trainees at the Saskatchewan Police College.

- Delivered 10 educational sessions to 300 RCMP recruits.

- On request, delivered seven presentations on family violence to Victims Services staff and volunteers.

Coordination

- Met monthly with RCMP "F" Division Community Services to discuss and address issues of mutual concern.

- Consulted, as appropriate, with other areas of Justice, for example, Law Enforcement, Community Services, as well as the Department of Corrections and Public Safety on issues related to policies process and procedures affecting victims of crime.

- Assisted in the development of an updated Provincial Child Abuse Protocol.

- Participated in various interdepartmental committees on family violence, child abuse, child exploitation and the implementation sub-committee of the Youth Criminal Justice Committee.

- Attended two meetings of the Federal/Provincial/Territorial (FPT) Working Group on Victims Issues.

- Represented Justice on the Premier's Voluntary Sector Initiative Committee in order to share lessons learned by Victims Services in working with a program that uses approximately 300-400 volunteers to deliver services to victims of crime. Helped to identify issues facing volunteers, assisted in the preparation of a report on current volunteer initiatives and developed recommendations for new initiatives in support of the voluntary sector.

Research and Evaluation

- Continued the provincial evaluation of Police-affiliated Victims Services and Aboriginal Resource Officer programs.
- Completed data gathering for the provincial client survey and prepared provincial and site specific technical reports.
- Held focus groups with Police-affiliated Victims Services Co-ordinators and Aboriginal Resource Officers as part of the overall program evaluation.
- Collected and monitored regular qualitative and quantitative reporting from all funded agencies.
- Completed development of a statistical database for Police-affiliated Services, Aboriginal Resource Officers and Victim/Witness Programs.
- Participated as a member of the National Victims Initiative Evaluation Advisory Committee.

Prevention of Victimization Programming

- Provided financial support for six projects through the involvement in the Child Action Plan - Prevention and Support Grant Committee.
- Continued funding for three Children Who Witness Domestic Violence Programs and for an anti-prostitution program in Regina, the Street Workers Advocacy Program.

2004-05 Objectives

- Effectively manage the Victims Fund to maximize funding of programs and services.
- Monitor fine and surcharge revenues and develop a plan for program funding if revenue decreases.
- Conduct financial reviews of four community-based funded agencies.
- With the assistance of the Victims Program Advisory Committee, develop a five-year strategic plan for the Victims Services Program.
- Complete the evaluation of Police-Affiliated Victims Services.
- Effectively manage contracts to deliver community-based services to victims of crime.
- Assist northern communities to develop culturally appropriate responses to interpersonal violence and victimization.
- Provide court orientation and support to victims/witnesses.
- Provide payments for reasonable expenses resulting from a criminal act of personal violence.
- Develop and implement a plan for the transfer of the Restitution Program from Corrections and Public Safety to Victims Services.
- Continue work on the development of provincial protocols regarding government responses to child abuse, child victim/witnesses and family violence.
- Together with community agencies, educate the public and professionals about the needs of victims and how to respond in a helpful and compassionate manner.
- Provide funding to the Saskatchewan Association of Police-affiliated Victim Services to host a conference on victim's issues.
- Support programming to prevent victimization.

Police-affiliated Victims Services and Aboriginal Resource Officer Programs
2003/04

Program	Population Served	Communities Served[1]	Staffing (FTE)	Volunteers	Date Funding Commenced	Actual Contract Funding
Battlefords Victim Services and Aboriginal Resource Officer Program[2]	27,000	North Battleford, Battleford and Glaslyn	1.5	15	Oct-94	$ 66,437
Buffalo Regional Victim Services	2,500	Buffalo Narrows	1	2	Dec-99	$ 60,574
Churchill River Regional Victim Services	4,800	Beauval, Ile-a-la-Crosse and Pinehouse	2	5	Mar-99	$ 100,748
La Loche Victim Services	5,000	La Loche	1	2	May-94	$ 59,579
Midwest Regional Victim Services[3]	36,000	Lloydminster, Maidstone, Onion Lake, and Turtleford	1	10	Feb-98	$ 43,610
Moose Jaw and District Victim Services	34,000	Moose Jaw City, and Moose Jaw RCMP Detachment	1.3	13	Jan-94	$ 61,963
Northeast Regional Victim Services	36,000	Tisdale, Melfort, Carrot River, Nipawin Cumberland House, Hudson Bay and Porcupine Plain	2	31	Oct-95	$ 111,560
Northern Region Victim Services and Aboriginal Resource Officer Program	8,000	La Ronge	2	2	Aug-96	$ 105,813
Northwest Regional Victim Services	16,000	Meadow Lake, Green Lake, Loon Lake, Pierceland and St. Walburg	1	7	Oct-95	$ 59,456
Parkland Victims Services and Aboriginal Resource Officer Program	32,000	Yorkton, Broadview and Kamsack	3	26	Apr-93	$ 124,190
Prince Albert Regional Victim Services	35,000	Prince Albert Rural, Shellbrook, Birch Hills, Big River Smeaton and Wakaw	1.2	12	Jul-97	$ 67,966
Prince Albert Victim Services and Aboriginal Resource Officer Program	36,000	Prince Albert City	2.6	38	Jun-94	$ 115,704
Regina Region Victim Services[4]	25,000	Regina Rural, Avonlea, Fort Qu'Appelle, Indian Head, Lumsden, Milestone, Punnichy, Southey and Strasbourg	2.2	20	Oct-94	$ 112,749
Regina Victim Services and Aboriginal Resource Officer Program	193,000	Regina City	4	21	May-93	$ 169,708
Saskatoon Victim Services and Aboriginal Resource Officer Program[5]	215,000	Saskatoon City and RCMP Detachments of Saskatoon and Warman	5	33	Oct-92	$ 196,642
Southeast Regional Victim Services	33,000	Estevan City and Estevan Rural, Carnduff, Fillmore, Kipling and Carlyle	1.1	5	Oct-94	$ 60,631
South West Victim Services	35,000	Swift Current, Cabri, Gravelbourg, Gull Lake, Kyle, Maple Creek, Morse, Ponteix, and Shaunovan	1.1	28	Dec-93	$ 61,642
Total Population of Existing Programs	773,300	Total Volunteers for Victim Services Programs		270		$ 1,578,972

[1] "Communities Served" identifies cities or RCMP detachment jurisdictions.

[2] Battlefords also received full funding for the Aboriginal Resource Officer Program from Justice Canada.

[3] Midwest Program also received funding from Alberta Solicitor General.

[4] Victims Services received $25,000 for this program from Justice Canada (for program expansion).

[5] Saskatoon funding included Centre for Children's Justice.